Integrated
Report
2023

Adelaide Airport

Welcome to our Integrated Report.

Adelaide Airport (AAL or the 'Group') presents its 2023 annual report using an integrated approach.

This report communicates both Adelaide and Parafield airports' overall performance for the financial year ending 30 June 2023. It articulates the broader range of measures that contribute to long-term value and the role Adelaide Airport plays in society. This document brings together the material information about how our strategy, governance and performance create value over the short, medium and long-term for shareholders and other important stakeholders.

This report should be read in conjunction with the Annual Financial Report, for those seeking a more detailed understanding of the financial aspects of the business. Unless otherwise stated, all information in this report relates to the Group.

AAL has aligned this report to the Integrated Reporting Framework showing how our strategy, governance, performance and prospects, lead to the creation, preservation or erosion of value over the short, medium and long term. Specific disclosures on our performance are presented in accordance with the Global Reporting Initiative.

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01 Our Company

Chair & Managing Director Report

Large parts of our business are now operating at levels commensurate with pre-COVID, but we are not yet back to business as usual.

Robert (Rob) Chapman
Chair

Brenton Cox
Managing Director

We continue to seek the return of our international inbound markets along with a full return of our international airline partners. We are also preparing to invest against our own capacity constraints, notably around our aircraft parking, check-in and security areas.

To this end, we have planned $1 billion in capital investment over the next five years. $500 million of this will be on major aviation infrastructure projects. Like all industry sectors, we are operating in an extraordinarily tight labour market. We are extremely fortunate that we are able to attract and retain great people across our dynamic and diverse business, in large part due to the strength of our collective purpose.

The hard work of our team over the past few years, including the completion of our terminal expansion project in the midst of a pandemic, has received deserved recognition from our peers, with Adelaide Airport named Capital City Airport of the Year at the 2022 Australian Airports Association National Airport Industry Awards. We are immensely proud of our team who have managed the extraordinary challenges of COVID but also still managed to complete our biggest infrastructure project since 2005.

Our terminal expansion infrastructure was completed in the previous financial year, but at that time COVID was still impacting some of our tenants and retailers. We are excited that as at the end of 2022/23 the terminal's retail space is fully leased. We anticipate the entirety of our retail space will be open by the end of this calendar year. This is a credit to our terminal expansion and retail marketing teams.

We were also delighted to open the new Vickers Vimy exhibition space to the public, featuring interactive displays with multiple touch screens, projection canvas, audio-visual presentations and artefacts from the original journey.

The Vickers Vimy is a treasured national asset and Adelaide Airport is proud to be its custodian. We are delighted to now share this incredibly important piece of aviation history in a more prominent location, and again we thank the Federal and State governments for their support.

Purpose & Vision

Purpose:
Adelaide Airport – proudly connecting and shaping South Australia.

Vision:
Everyone's favourite airport. Seamless. Connected. Easy.

Adelaide Airport has refreshed its Purpose & Vision, built up by all of our people. In the next year we will be seeking stakeholder feedback on our Vision as we bring that long term Vision to life.

Our 2050 Vision is about how people will feel and what they will experience when visiting or working at Adelaide Airport. It is about how our brand will resonate with customers, shareholders, business partners and the wider community in the years to come. It is a unifying focal point that is authentic and real to us now but also ambitious and timeless.

Our 2022/23 Integrated Report has been built around five pillars within our business that will drive our Vision: Complete Aviation Network, Logistics Economic Powerhouse, Connected Campus, Airport as a Destination, and Seamless Journeys.

Results

Adelaide Airport's 2022-23 results reflected a return to stable operations following several years of significant financial impacts as a result of COVID-19 related travel restrictions.

Our EBITDA (excluding fair value adjustment of investment properties) of $156.6 million was up $78.1 million or 99.5 per cent against the year prior, largely as a result of the unwinding of travel restrictions.

Revenue of $251.0 million was up $103.3 million or 69.9 per cent due to an increase in passenger volumes of 92.5 per cent. This flowed through to aeronautical revenue, car parking and turnover rental on retail and car rental operators, which also benefitted from growth in passenger spend rates.

Revenue performance also reflected non-passenger linked growth associated with our property business and the acquisition of our aviation fuel facility in FY22. Revenue gains were partially offset by an increase in operating expenses of $25.2 million or 36.3 per cent driven by an increase in the scope of operations following the return of passenger volumes.

The statutory accounts included a $4.0 million non-cash gain on investment properties held at fair value based on an independent expert valuation, reflecting downwards pressure on valuations as a result of a softening in capitalisation rates, which has been offset by the impact of rent reviews, new tenants and improved prospects for vacant land.

Our Baa2 and BBB credit ratings with Moody's and Standard and Poor's respectively have been retained, and credit metrics have now returned to the levels expected for our investment grade credit ratings.

Aeronautical

Adelaide Airport has continued its strong post-COVID recovery with the reinstatement of the majority of airline services that had been operating pre-COVID along with the introduction of several new services in 2022/23.

Total passenger numbers for 2022/23 reached 7.8 million, which equates to a 91 per cent recovery against 2019 levels. Domestic and regional recovery reached 95 per cent, while international numbers reached 66 per cent of pre-COVID levels. This trajectory was improving through the year though. By the last quarter of the year, overall traffic recovered to 97 per cent of pre-COVID volumes.

Travellers' appetite for a return to domestic travel continues abated only by the level of airfares. By June 2023, monthly domestic and regional numbers exceeded 100 per cent recovery and are anticipated to keep growing. Major events such as the AFL Gather Round, LIV Golf and the return of the Adelaide 500 Supercars event also fed the growth of seasonal frequencies to support demand.

As the official airline partner for AFL and with the first AFL Gather Round held in Adelaide, Virgin Australia increased frequencies to major capital cities to support strong spectator demand. Rex Airlines launched its daily Adelaide-Sydney service in June. Qantas continues to increase frequencies on major capital city routes such as Sydney, Melbourne, Brisbane and Perth, and has increased its Newcastle service from three to four services a week.

International travel continues to rebound strongly, despite continued capacity constraints, higher airfares and cost-of-living impacts.

Singapore Airlines returned to pre-COVID frequencies, Fiji Airways commenced non-stop flights between Adelaide and Nadi, Air New Zealand resumed flights between Adelaide and Auckland, and Qatar Airways added to its daily Doha services by commencing tag flights in November 2022, operating Doha to Melbourne then onwards to Adelaide and vice-versa. Malaysia Airlines returned to pre-COVID frequencies of five times per week, Virgin Australia introduced non-stop flights to Bali, Jetstar has up-gauged the Denpasar services from the A320 aircraft to their new fleet of A321neo LR and Batik Air, Malaysia announced the launch of non-stop services to Kuala Lumpur.

We still have work to do to improve the ability of customers to travel direct to international destinations compared with the 43.7 per cent that must travel via interstate departure points.

Our 2050 Network Vision outlines the 39 destinations we have identified for potential future growth. Our priorities remain a return of services we lost during COVID, namely China Southern Airlines, Cathay Pacific Airways and Emirates. Our other short to medium term targets include direct services to Japan and the US West Coast, as well as Vietnam and the Philippines.

Attracting suitable wide-body services on our international routes is equally critical to the movement of freight. It is significantly more cost effective to carry freight in the hold of a wide-body passenger aircraft than a dedicated freighter, so increasing our international network benefits importers, exporters and by extension the South Australian economy. Next-generation long range aircraft are also ideal for the economics of the Adelaide market.

Infrastructure

The next phase of core aviation capacities, regulatory and replacement projects will require expenditure of approximately half of our one billion dollar program. The next five years will be our single biggest ever capital investment program.

Our domestic and international terminal is approaching a two-decade lifespan since opening in 2005. Much of our infrastructure is reaching the end of its design life, so we are actively balancing extending the life of existing facilities with building new infrastructure to meet growing demand.

Our sense of place experience master plan has set out what we want to achieve in our Vision for our customer process points and how we develop our infrastructure to meet the needs of the travelling public and our airline customers.

Following an upgrade of our security screening checkpoints, we will be expanding our check-in infrastructure to the south, which will require the removal of the former terminal drop-off ramp. With our parking facilities reaching 100 per cent at peak times, we will also expand our short-term car parking.

Property development

As a result of an increasingly proactive approach to our development strategy, Adelaide Airport is in a strong position to capitalise on the ongoing demand for developable land within close proximity to the Adelaide CBD.

Our Development Ready strategy is giving us a better understanding of our land banks and we are undertaking more detailed precinct planning to help identify the suitability of the land for development, the infrastructure and enabling works required and the types of land uses to be located within each precinct.

Our pipeline of development opportunities and sizeable land banks have placed us in an extraordinary position to significantly change the landscape of the airport. We are increasing resources to build on our development ready approach and better manage our relationships with existing tenants.

Planning, design and development of the Airport East freight and logistics hub has continued, with development well underway east of Keswick Creek. Development will soon commence west of Keswick Creek.

The further activation of our connected campus is required to meet demand for high-grade office space connected to the convenience of our aviation network, less than two runway lengths from the Adelaide CBD.

Retail

Adelaide Airport highly values our long-term retailer partnerships. We have worked hand-in-hand to ensure our retailers are best placed to thrive.

The completion of the Retail Leasing Strategy means all retail space created out of the Terminal Expansion project has now been leased. This is an exceptional outcome in such a challenging environment. Our retail team have stayed loyal to our original strategy of offering a truly localised customer experience that showcases the best of what South Australia has to offer.

In addition to a raft of new store openings along the main concourse, we also unwrapped our world-class Duty Free departures and arrivals stores, Hills Bar & Kitchen, and welcomed Adelaide Airport's first premium lounge facility, the Plaza Premium Lounge.

Our ecommerce offerings continue to be a significant area of growth, and in 2022 we enhanced our online food ordering capabilities by introducing table online ordering at select restaurant-style retailers.

Security

As an operator of critical infrastructure, we place the highest priority on managing risks to meet regulatory requirements.

While our airport operations may have slowed significantly during COVID, the evolution of our security posture and associated regulatory environment did not. Rebuilding our security operations in terms of both compliance and service levels has proven to be one of our biggest challenges as we emerged from COVID.

We continue to work closely with our contracted security provider to ensure we deliver the levels of service expected by our customers and our regulator. Rebuilding our screening workforce continues to be a focus and that has included significant investment in training to uplift the capability of our new operational teams.

In the next year our security operations will face additional challenges as we upgrade to enhanced equipment and expand the security footprint. All of this will occur within a live operating environment.

Customer experience

As travellers have returned to the skies in greater numbers, Adelaide Airport has prioritised actions and initiatives to seek to ensure our customers' experiences match expectations.

This work has focussed on a physical personal presence in the terminal supported by our customer care teams and increasing the number of airport ambassadors, as well as an increased data analytics capability to inform our operational planning.

Our strong focus has been around the resumption of service levels in line with our growth and the return of aviation traffic.

Over the year, we re-launched our welcome desk, welcomed new ambassadors, launched our customer service culture transformation program (service delivery training) with our partners, and supported major events such as AFL Gather Round and LIV Golf. Our customer care team was also formulated and deployed to optimise customer experience during these busy periods.

This year we also recommenced our participation in Airports Council International's Airport Service Quality program. This program provides us with global benchmarking on the experience of our customers through the measurement of passenger satisfaction and assists us in informing customer focussed initiatives that will have the greatest impact to continue to grow overall passenger satisfaction.

Sustainability

Sustainability remains at the core of our Strategic Plan and Vision.

We seek to remain ahead of current and emerging environmental, social and economic risks and opportunities. We must protect and grow our long-term value for our shareholders, customers, people, partners and the community. We strive for sustainability excellence as a global airports sector leader. This means allocating capital, embedding sustainability into our processes and investing time to build partnerships.

Adelaide Airport recognises the important role we have to play to reduce carbon emissions in the aviation sector. We are working to accelerate the transition of our industry to sustainable aviation fuels, while seeking to control the cost of that transition.

Our acquisition of the airport's aviation fuel facility in 2021 has created the open access needed to secure future supplies of sustainable aviation fuel.

We have also developed our own decarbonisation strategy and are pursuing more on-airport solar, lighting upgrades including LED, and upgrades and optimisation of our plant and equipment to reduce our energy usage and emissions and we have procured renewable energy for the remaining load.

Adelaide Airport has also won an international aviation award in 2023 in recognition of our efforts to eliminate the use of single-use plastics in the terminal.

Community

Adelaide Airport seeks to be an active member of the South Australian community.

We support our stakeholders through community and public engagement, government consultation and industry representation. In addition to our regular community aviation consultation groups at both Adelaide and Parafield airports, we are active in community engagement such as our support for the Friends of Patawalonga Creek and Landcare Australia, and through presentations to community groups and the business community.

Our Community Investment Strategy is designed to ensure our investment enhances community benefit, employee engagement and complements our corporate and business goals. In addition to a number of our long-standing community investment partners, we have added our support to Youth Opportunities, which develops leadership skills of young people and helps shape the future of young people experiencing disadvantage.

We have also embarked on a new journey to create our first Reconciliation Action Plan. Adelaide Airport is committed to making a positive contribution to reconciliation in a structured, authentic and respectful way.

People

Our strong rebound post-COVID has placed strains on our operational teams.

It has been a challenge to rapidly build and train our workforce at a time of tight labour markets and historically low unemployment. As at 30 June 2023 we were close to our pre-COVID workforce levels and will easily exceed that number in the next financial year.

We continue our strong focus on attracting and retaining great people, while building resilience through our culture. Maintaining a strong employee value proposition means we continue to attract excellent new talent, aided by the ongoing strength of our current team who project our brand each day.

Adelaide Airport continues to invest in initiatives to further support and enhance career development opportunities within our team, such as our Emerging Leaders program, and partnering with Healthy Minds to understand the wellbeing strengths and needs of our workforce.

Parafield

We have retained our vision to develop Parafield Airport as an aviation training centre of excellence and a vibrant economic hub, recognised for our positive influence on the community and the economy.

We have welcomed Tom Ganley as our new Parafield Airport Executive General Manager, creating a dedicated executive role to ensure we focus on the opportunities at Parafield.

Our largest flight training provider, Flight Training Adelaide, has reported it is now back to 100 per cent capacity with most of its airline partners returning for commercial pilot training. All flight training providers have reported increased interest in private training.

Meanwhile our property portfolio is benefiting from very favourable market conditions, due to the scarcity of commercial land to the north of the city combined with increased demand for land.

In 2023/24 we will deliver our next Parafield Airport Master Plan. This involves significant stakeholder consultation to provide the best outcomes for our on-airport businesses and our neighbouring communities.

The future

Even in the face of uncertainty, economic headwinds and geopolitical instability, people have demonstrated an enduring desire for personal connections and, so, for travel. As much of the world plans for a per-capita recession in the coming year, demand for travel is expected to continue to grow. As people continue to travel, we intend to live up to our Purpose and Vision and enhance the experience for all who visit and work at Adelaide Airport.

Executive General Management Team

Brenton Cox
Managing Director

Alicia Bickmore
Executive General Manager
Corporate & General Counsel

David Blackwell
Executive General Manager
Technology & Innovation

Emma Boulby
Executive General Manager
Airport Operations

Tom Ganley
Executive General Manager
Parafield

Josh Golding
Chief Financial Officer

Kym Meys
Executive General Manager
Planning & Infrastructure

Dermot O'Neill
Executive General Manager
People, Culture & Customer

James Sangster
Executive General Manager
Property

About Us

Adelaide Airport's purpose is to proudly connect and shape South Australia. We are executing our Vision to be 'Everyone's favourite airport. Seamless. Connected. Easy.'

We are the gateway to South Australia enabling the movement of more than 8 million passengers a year (pre COVID-19) as the fifth largest domestic and international airport in Australia.

Adelaide Airport Limited is a public company but privately owned and supported by five long-term institutional shareholders. Adelaide Airport Limited has been the custodian of the long-term leases of Adelaide and Parafield Airports from the Commonwealth of Australia since May 1998.

The airport continues to be a globally connected, next generation hub with designated industry clusters. We are proud to be home to major companies such as Mitsubishi, Otis, Bunzl and Australian Clinical Labs. Significant development is underway on our logistics precinct creating a dedicated freight and logistics hub for companies such as FedEx and DHL.

Passenger numbers at Adelaide Airport for 2022/23 recovered to 91 per cent pre-COVID levels. By June 2023, domestic passenger numbers had reached 100 per cent compared with 2019, while international passenger numbers had recovered to 76 per cent. The airport is currently served by eight international carriers and seven domestic and regional carriers.

The completion of a $200 million expansion of the domestic and international terminal in 2021/22 resulted in an 80 per cent increase in retail space, all of which has now been leased, and new international arrivals and departures facilities.

Parafield Airport is a wholly owned subsidiary of Adelaide Airport Limited. It is South Australia's principal general aviation airport and is one of the largest pilot training airports in the southern hemisphere.

Year in Review

2022

2023

July 4
Air New Zealand resumes Auckland service for the first time since July 2021

July 12
Adelaide and Christchurch airports sign Memorandum of Understanding to attract international flights between the two cities

September 13-14
Adelaide hosts CAPA Australia Pacific Aviation Summit

November 15-17
Adelaide hosts the Australian Airports Association's National Conference and Industry Expo

December 14
Aelia Duty Free store opened in the international area

February 10
Jetstar announces new aircraft and capacity increase on Adelaide-Bali route commencing July 2023

April 29:
Batik Air Malaysia announces new non-stop service between Adelaide and Kuala Lumpur commencing July 2023

June 29
Rex commences new service between Adelaide and Sydney

July 4
Fiji Airways resumes services to Nadi for the first time since 2019

August 30
Vivien Cheung appointed as an Adelaide Airport Ltd Board Director

September 1
Construction starts on District Outlet Centre at Parafield Airport

November 17
Adelaide Airport named 2022 Australian Capital City Airport of the Year as well as being awarded Best Infrastructure Project for its terminal expansion

December 14
Virgin Australia commences services between Adelaide and Bali

December 16:
New Vickers Vimy exhibition space officially opened

April 18:
Plaza Premium Lounge opened for international departures

May 19:
Adelaide Airport scores gold from Airports Council International, Asia Pacific, for eliminating single-use plastics

2023 Snapshot

Aero

Domestic & regional passengers YoY increase:

7.08M
↑81%

International passengers YoY increase:

699K
↑430%
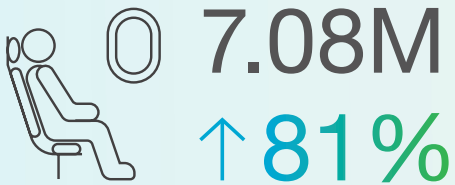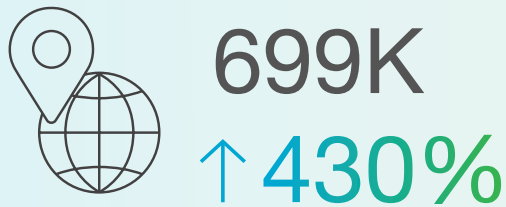
Routes: 3 new services.

↑3

Financials

Revenue YoY increase:

$251M
↑70%

EBITDA YoY increase:

$156.6M
↑99%

(excluding fair value adjustments of investment properties)

Net profit after tax:

$40.8M

(excluding fair value adjustments of investment properties)

People & Culture

Employees:

59% Male
41% Female

Staff Engagement

74%

Total Recordable Injury Frequency Rate (TRIFR):

6.4
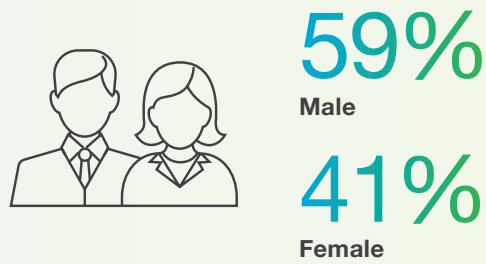
2.9 below 5yr average benchmark

Sustainability

Carbon Emission reduction:

34% AAL
44% PAL
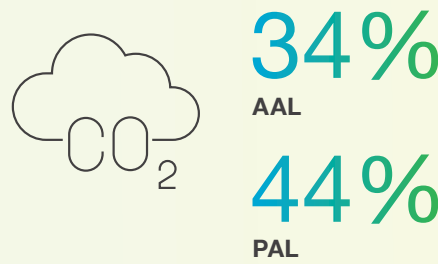
reduction of scope 1 and 2 emissions versus the 3 year rolling average

Our External Influences

Geopolitical developments

The Russian invasion of Ukraine continues to be the most critical conflict in recent world history. The war has implications for global power dynamics, heightening tensions between democratic nations and authoritarian regimes.

The impact of this conflict on supply chains, notably energy supplies including oil and gas, has been a significant factor in current global inflationary pressures.

Australia has, perhaps perversely, been a beneficiary from high wheat and iron ore export prices. Adelaide Airport benefits from regulatory stability, consumer confidence and strong economics so has a vested interest in the de-escalation of global instability.

Domestic politics

The election of South Australian and Australian Labor Governments in 2022 has resulted in a shift in policy mix. Adelaide Airport has been a beneficiary of the State Government's investment in State vibrancy and events as well as the drive to attract additional international students.

Adelaide Airport was directly and indirectly impacted by the Federal Government's withdrawal of funding for a sovereign satellite construction capability. The former policy had previously underpinned the State's growing space industry and plans to develop a Space Park ecosystem at the airport. There is some hope that this will be a temporary withdrawal of space industry funding.

Economic climate

Continued high inflation and rising interest rates will place pressure on consumer confidence and disposable income, impacting on demand for air travel and airline profitability. This impact will be in part offset by reducing pressure on airfares as capacity constraints subside.

Supply chains

Global and domestic supply chains continue to face generational challenges on the back of geopolitical developments, high inflation and tight labour markets.

Australia's low unemployment rate has resulted in a significantly tightened labour market, with a shrinking pool of available talent. However, there are signs the pressure on supply chains is starting to ease.

Security regulation

The adoption of enhanced security screening technology across Australia's airports has implications for our terminal operations, requiring additional space, reconfiguration of check in and back of house areas. Work is well underway to complete upgrades to both passenger and checked baggage screening by the end of 2025.

Climate change

There is a growing emphasis on environmental sustainability in the aviation sector with increased scrutiny on carbon footprints. Future external influences may include stricter regulations related to carbon emissions and noise pollution, and restrictions on short haul flights as is already occurring in Europe, although Australia's greater distances between cities and lack of alternative transport options make this less likely. The industry's proactivity to accelerate the transition should also abate this pressure.

The sixth report of the Intergovernmental Panel on Climate Change (IPPC) highlights the average global temperature forecast has increased to +1.5°C (up from an average temperature increase of +1.03°C) over the near term (2040).

Climate risks are appearing faster and will get more severe sooner, with greenhouse gas emissions during the decade (2010-2019) higher than any previous times in human history. Implications for Adelaide Airport include the need to quantify measures to achieve net zero and the mechanisms to influence scope 3 emissions management of third parties. Adelaide Airport's emissions target is to achieve net zero carbon emissions by 2050.

Decarbonisation of air travel

Consumer preferences for sustainable products and services are expected to increase as younger customers contribute to a sustainable lifestyle.

There is an understanding that the aviation sector must take action to reduce carbon emissions. In the absence of action, consumers are willing to act on their concerns about climate change. Companies are similarly reviewing their approach to corporate travel. This will drive the development of a wider selection of green products and greater public disclosure on the progress of implementing sustainable initiatives to meet targets.

Demand for Sustainable Aviation Fuels (SAF) from airlines continues to grow as airlines seek to meet their carbon footprint targets and prepare to comply with emerging SAF mandates being implemented globally. The availability of SAF to meet demand will become increasingly difficult, noting current supply constraints associated with limited production capacity and higher production costs associated with sustainable sourcing and refining processes. Adelaide Airport is seeking to lead the acceleration of aviation decarbonisation via the production of Power to Liquid (PtL) Sustainable Aviation Fuel using green hydrogen and carbon captured from industry emissions.

Commercial property demand

Continued strong market conditions across most property sectors continue to create demand for strategically located land banks with access to major transport links. Warehouse and logistics space demonstrates particularly strong demand.

While rising interest rates may potentially temper market conditions, the current strong demand is forecast to continue in the medium term.

Cyber security

The continued acceleration in the use of technology in all facets of our business increases the potential and variety of cyber threats that may impact our operations. In response to changes in the risk landscape, the *Security of Critical Infrastructure Act 2018* was amended to define airports as national Critical Infrastructure Assets. The regulatory and operational implications of this change to Adelaide Airport are understood and now being addressed. We have invested and will continue to invest in our cyber security posture at record levels.

Technology disruption

Rapid advancements in technology will continue to shape the aviation industry through the integration of emerging technologies such as autonomous vehicles for ground transportation, artificial intelligence (AI) for passenger services, and smart infrastructure for improved efficiency and security.

The digital transformation of the aviation industry will likely continue, impacting airport operations and passenger experiences. Technologies will impact biometrics, mobile apps and self-service systems to streamline processes such as check-in, security screening, and baggage handling.

02 Our Business

Purpose:

Adelaide Airport – proudly connecting and shaping South Australia

Vision:

Everyone's favourite airport.
Seamless. Connected. Easy.

Our Pillars:

Complete Aviation Network
Logistics Economic Powerhouse
Connected Campus
Airport as a Destination
Seamless Journey

Our Vision

Everyone's favourite airport: Our 2050 Vision is about how people will feel and what they will experience when visiting or working at Adelaide Airport. It is about how our brand will resonate with customers, shareholders, business partners and the wider community in the years to come. It is a unifying focal point that is authentic and real to us now but also ambitious and timeless.

Our Vision has been built around five pillars within our business that will drive our Vision: Complete Aviation Network, Logistics Economic Powerhouse, Connected Campus, Airport as a Destination, and Seamless Journey.

While our vision is bold, to ground our audience in what is familiar, many of our illustrations of the future are evolutionary not revolutionary. We do know that, in reality, the world in 2050 will be beyond what most people might find conceivable today and that it is up to us to work behind the scenes to imagine and create a world that is beyond our current expectations.

Our five year plan - upcoming infrastructure projects

- Expanded security to meet compliance, improve efficiency and enhance traveller experience.
- Expansion of check-in to the south and upgrade of existing equipment to accommodate future growth and changing infrastructure, eg check-in kiosks and bag drops.

- Additional aircraft parking to cater for future growth.
- Expansion of southern and northern terminal piers to create more gates and cater for growth.
- Expansion of the kerbside drop off and pick up areas to reduce congestion and enhance traveller experience.

Our Strategy 2022 - 2025

Operating Excellence

Everyone running our core business, doing what they do every day with excellence, ownership and a mindset of continuous improvement
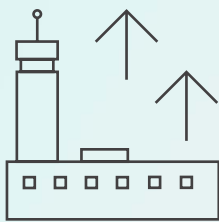
Grow
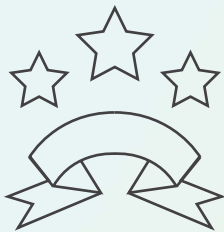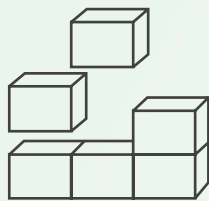
Deliver

Shape
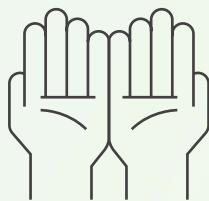
Nurture

↑

Step Change Priorities

Requiring material investment, deep cross-functional collaboration and bespoke governance to monitor delivery

Accelerate Property

Building upon the Development Ready plan

Work Smarter

Formalising AAL's Business Transformation Maturity Program
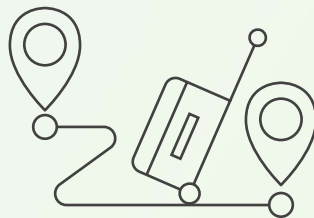
Enhance the Experience

Being deliberate about AAL's Kerb-to-Gate and Sense-of-Place vision
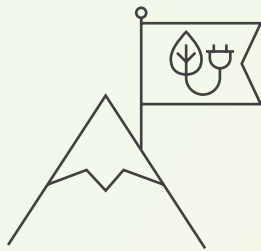
Lead Sustainability

Staying ahead of current and emerging sustainability related risks and opportunities

Complete Aviation Network

Optimise our aviation capacity connections
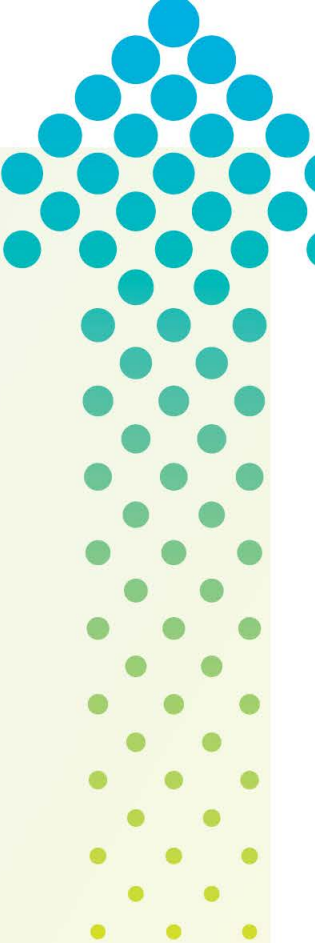
Business Model - How We Create Value

We are focused on creating sustainable long-term value for our shareholders and other stakeholders through the delivery of our Strategic Plan, in a manner that is consistent with our vision. Our value creation model depicts how we create value through six business value drivers, by identifying our key inputs, the activities we perform, and the resulting outputs and outcomes in terms of value creation.

Our Vision

Everyone's favourite airport. Seamless. Connected. Easy.

↓

Our Purpose

Adelaide Airport – proudly connecting and shaping South Australia.

Inputs

People Capital

Intellect Knowledge

Relationships Partnerships

Natural Resources

Infrastucture Assets

Financial Capital

Focus Areas

Grow Our Business

Deliver An exceptional experience

Shape Our business to perform

Nuture Our great relationships and people

Core Activities

Aeronautical Business

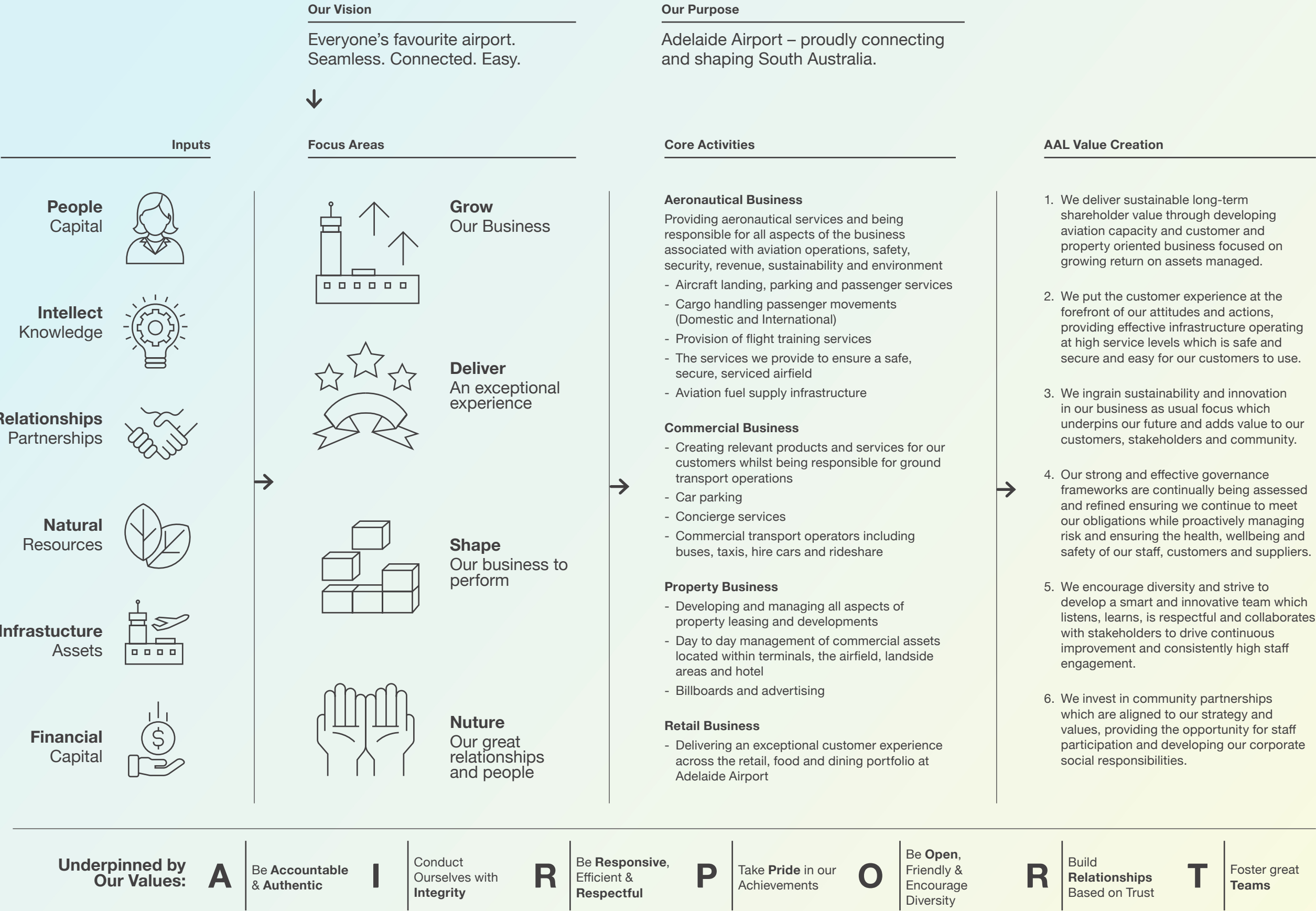Providing aeronautical services and being responsible for all aspects of the business associated with aviation operations, safety, security, revenue, sustainability and environment

- Aircraft landing, parking and passenger services
- Cargo handling passenger movements (Domestic and International)
- Provision of flight training services
- The services we provide to ensure a safe, secure, serviced airfield
- Aviation fuel supply infrastructure

Commercial Business

- Creating relevant products and services for our customers whilst being responsible for ground transport operations
- Car parking
- Concierge services
- Commercial transport operators including buses, taxis, hire cars and rideshare

Property Business

- Developing and managing all aspects of property leasing and developments
- Day to day management of commercial assets located within terminals, the airfield, landside areas and hotel
- Billboards and advertising

Retail Business

- Delivering an exceptional customer experience across the retail, food and dining portfolio at Adelaide Airport

AAL Value Creation

1. We deliver sustainable long-term shareholder value through developing aviation capacity and customer and property oriented business focused on growing return on assets managed.

2. We put the customer experience at the forefront of our attitudes and actions, providing effective infrastructure operating at high service levels which is safe and secure and easy for our customers to use.

3. We ingrain sustainability and innovation in our business as usual focus which underpins our future and adds value to our customers, stakeholders and community.

4. Our strong and effective governance frameworks are continually being assessed and refined ensuring we continue to meet our obligations while proactively managing risk and ensuring the health, wellbeing and safety of our staff, customers and suppliers.

5. We encourage diversity and strive to develop a smart and innovative team which listens, learns, is respectful and collaborates with stakeholders to drive continuous improvement and consistently high staff engagement.

6. We invest in community partnerships which are aligned to our strategy and values, providing the opportunity for staff participation and developing our corporate social responsibilities.

Underpinned by Our Values:

A	**I**	**R**	**P**	**O**	**R**	**T**
Be **Accountable** & **Authentic**	Conduct Ourselves with **Integrity**	Be **Responsive**, Efficient & **Respectful**	Take **Pride** in our Achievements	Be **Open**, Friendly & Encourage Diversity	Build **Relationships** Based on Trust	Foster great **Teams**

Material Issues

Our materiality assessment is completed in accordance with the requirements of the Global Reporting Initiative Standards. This represents the views of our external and internal stakeholders and establishes the most important material issues for company management and reporting.

Material Issue	Description
Safe and secure airport (including cyber security)	Working together to provide and maintain a safe and secure airport operating environment and culture for airport workers and passengers.
Operational efficiency	Everyone doing what they do everyday with excellence, ownership and a mindset of continuous improvement.
Passenger growth	As first and foremost a facilitator of aviation access to our State, we must develop business opportunities to expand our global reach and create additional capacity on existing networks.
Customer service and experience	We aim to exceed customers' expectations by consistently training our team and delivery partners on our service behaviour standards. Establishing clear expectations ensures everyone delivers consistent, high-quality service.
Employee attraction, retention and development	Attracting, retaining and developing our people to ensure success in achieving our vision.
Resources and energy management	Exploring and implementing opportunities to reduce resources and energy use.
Financial resilience	Anticipating and planning for the response and recovery from financial shock.
Sustainable infrastructure and property	Designing and developing infrastructure and equipment to minimise environmental and social impacts.
Business continuity	Planning and facilities design to ensure the airport can maintain critical services under a range of disruption scenarios.
Shareholder value	Generating sustainable value to our shareholders means creating and delivering on opportunities across our business to maximise the total worth of our company.
Environmental management	Ensuring that our operations minimise environmental harm.

Financial Performance

FY23 results reflect a return to stable operations following several years of significant financial impacts as a result of COVID-19 related travel restrictions. Passenger numbers steadily increased from a low of 84 per cent of FY19 passengers in August 2022 to 99 per cent in May 2023. EBITDA (excluding fair value adjustment of investment properties) of $156.6 million was up $78.1 million or 99.5 per cent against prior year largely as a result of the unwinding of travel restrictions.

Revenue of $251.0 million was up $103.3 million or 69.9 per cent due to an increase in passenger volumes of 92.5 per cent. This flowed through to aeronautical revenue, car parking and turnover rental on retail and car rental operators, which also benefitted from growth in passenger spend rates.

Revenue performance also reflected non-passenger linked growth associated with our property business and the acquisition of the Adelaide Airport Aviation Fuel Facility in December 2021. Revenue gains were partially offset by an increase in operating expenses of $25.2 million or 36.3 per cent driven by an increase in the scope of operations following the return of passenger volumes.

The statutory accounts included a $4.0 million non-cash gain on investment properties held at fair value based on an independent expert valuation. The modest growth reflects downwards pressure on valuations as a result of a softening in capitalisation rates, which has been offset by the impact of rent reviews, new tenants and improved prospects for vacant land.

Adelaide Airport Ltd (AAL) maintained its Baa2 and BBB credit ratings with Moody's and Standard and Poor's respectively and credit metrics have now returned to the levels expected for our investment grade credit ratings. As a result, AAL was able to repay $59.7 million of deferred RPS distributions to shareholders, which had been held to support credit metrics despite meeting payment eligibility requirements. A further $16.3 million of RPS distributions were paid within normal payment terms from the September quarter onwards.

AAL held unrestricted cash balances of $72.8 million at 30 June 2023. Cash balances together with $275 million in undrawn bank debt facilities are forecast to provide sufficient liquidity to meet operational and capital requirements for the foreseeable future. AAL's next debt maturity is $200 million of Australian Medium Term Notes in July 2024. The RPS are also scheduled to mature in June 2024. Refinancing plans are underway for both maturities.

A total of $39.5 million was spent on capital projects during FY23, which largely related to the runway and taxiway overlay project, T1 LED lighting project and Airport East precinct works.

For more detailed information on our Financial Performance, please read this in conjunction with our 2023 Financial Report.

03 Complete Aviation Network
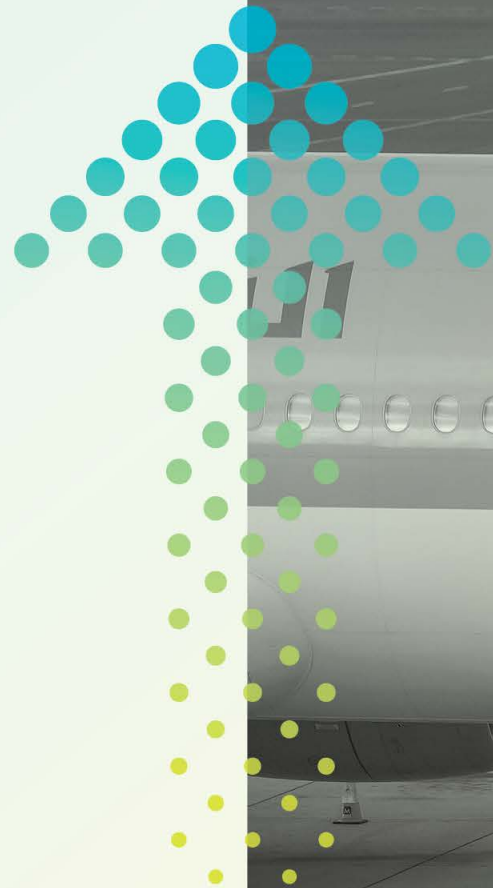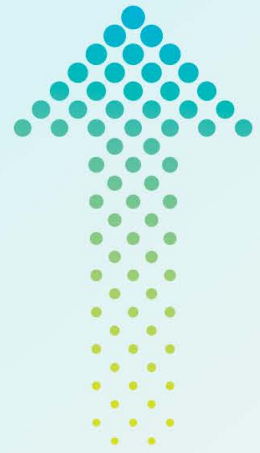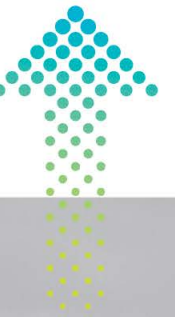
Our Vision: Complete Aviation Network

Adelaide Airport's long-term plan to improve international connectivity will have come to life for the people of Adelaide.

In 2050, we will be connected non-stop to 39 international destinations.

By 2030, Japan, Vietnam, Philippines, and the US are targeted to be added. By 2040 Thailand, India, South Korea, among others are targeted. By 2050, South Australia's main gateway will also see non-stop flights to long haul destinations such as London, Paris, Athens, and Vancouver.

The vision will be supported by the next generation of aircraft that will be lighter, quieter, more efficient and travel further, opening up more direct point-to-point international routes flying you direct to your favourite destinations. Travellers from around the world can fly non-stop to Adelaide where the potential of our destination has been unlocked.

Sustainable aviation fuels (SAF) will lead the way in reducing emissions along, with electric and hydrogen-powered aircraft over the horizon. Innovations in air traffic control and better weather forecasting will lead to more accurate flight paths, saving time and fuel and in return reducing costs and emissions.

Domestic and international flights will connect with intra-city flights through the development of electric Vertical Take-Off & Landing (eVTOL) services from the airport to the CBD, Adelaide Hills and wine regions.

London · Frankfurt · Paris · Athens · Doha · Dubai · Delhi · Phuket · Bangkok · Guangzhou · Beijing · Seoul · Osaka · Tokyo · Shanghai · Hong Kong · Hanoi · Manila · Ho Chi Minh · Honolulu · Vancouver · San Francisco · Los Angeles · New York · Cape Town · Johannesburg · Mumbai · Singapore · Kuala Lumpur · Jakarta · Denpasar · Port Vila · Nadi · Auckland · Queenstown · Christchurch · Wellington · Santiago · Buenos Aires

Aeronautical

Adelaide Airport has continued its strong post-COVID recovery with the reinstatement of the majority of services that had been operating pre-COVID and the introduction of several new services in 2022/23.

Demand has been exceptional as customers demonstrate a clear desire to travel again both domestically and internationally. Airline capacity constraints and higher than average airfares have somewhat dampened passenger numbers, but domestic and regional numbers matched 2019 levels by June 2023, while international travel also continued to rebound.

The most significant COVID barriers have come down and the World Health Organisation declared the end of a public health emergency in May 2023.

Adelaide Airport continues to work with international carriers yet to reinstate services, notably China Southern Airlines, Cathay Pacific Airways and Emirates, with a goal of full recovery by 2025.

Total passenger numbers for 2022/23 reached 7.8 million, which equates to a 91 per cent recovery against 2019 levels. Domestic and regional recovery reached 95 per cent, while international numbers reached 66 per cent of pre-COVID levels.

Domestic

Travellers' appetite for a return to domestic travel continues unabated. By June 2023, domestic and regional numbers exceeding 100 per cent recovery and are anticipated to keep growing.

Airline capacity constraint issues are easing, which is expected to stabilise airfares and in turn stimulate further demand over the next financial year.

Domestic carriers have responded with additional services and new routes. Adelaide Airport's ability to remain nimble and flexible, and airlines' changing fleet mix, have aided our ability to further expand the network.

Rex Airlines launched its daily Adelaide to Sydney service in June on the back of its successful Adelaide-Melbourne service the previous year. Qantas continues to increase frequencies on major capital city routes such as Sydney, Melbourne, Brisbane and Perth, and has increased its Newcastle service from three to four services a week off the back of the QantasLink/Alliance wet-lease of E190 aircraft. QantasLink's Albury twice-weekly seasonal services commenced in July 2022 providing better access to the snowy mountains.

As the official airline partner for AFL and with the first AFL Gather Round hosted in Adelaide, Virgin Australia increased frequencies to major capital cities to support strong spectator demand, operating more than 30 additional flights for the event week.

Other major events such as LIV Golf and the return of the V8 Supercars event saw the growth of frequencies to support demand. The FIFA Women's World Cup in July/August 2023 provided a further short-term boost to demand.

Across our regional network, the supply gap from the exit of Rex Airlines on the Whyalla route was filled with Qantaslink increasing frequencies. Improved mining and FIFO conditions have also contributed to regional growth.

International

International travel continues to rebound strongly, despite continued capacity constraints, higher airfares and cost-of-living impacts.

Singapore Airlines returned to pre-COVID frequencies with daily flights operating since November 2022 and increased services throughout January 2023 of up to 11 weekly return flights due to increased travel demand and the return of the Tour Down Under. The airline has announced more seasonal increases from December 2023 to January 2024.

Fiji Airways recommenced non-stop flights between Adelaide and Nadi from July 2022 operating twice weekly.

Air New Zealand resumed flights between Adelaide and Auckland from July 2022, increasing the service from three to four flights per week in November 2022 due to strong demand.

Qatar Airways commenced tag flights in November 2022, operating Doha to Melbourne then onwards to Adelaide and vice-versa, supporting more international capacity in and out of Australia. Its Doha to Auckland via Adelaide service expanded from three flights a week to a daily service by January 2023.

Malaysia Airlines returned to pre-COVID frequencies of 5 per week in November 2022

Virgin Australia returned to Adelaide's international network in December 2022, operating non-stop flights between Denpasar and Adelaide.

Jetstar committed to up-gauging the Denpasar services from the A320 aircraft to their new fleet of A321neo LR from mid-July 2023, providing an additional 25 per cent more seats per flight.

Batik Air, Malaysia (formerly Malindo Air) announced the launch of thrice weekly non-stop services between Kuala Lumpur and Adelaide with the B737-MAX 8 from July 2023. Prior to COVID, they operated a tag service between Kuala Lumpur and Adelaide via Denpasar.

China's decision to re-open its borders to international tourism in March 2023 removed a major obstacle to a full return to global travel, the Russia-Ukraine war excepted. However, residual restrictions on Chinese travel and ongoing capacity constraints in terms of aircraft and crew availability for Chinese carriers is impacting our ability to attract China Southern and Cathay Pacific back to Adelaide. Discussions continue with both airlines.

Airline relationships

By continuing to nurture relationships with our key stakeholders, Adelaide Airport remains in a strong position to re-establish and grow our aviation networks. We have subsequently been heartened by the faith shown in our market by several of our major domestic and international airline partners.

Business development

Adelaide Airport continues to work closely with the South Australian Tourism Commission, Tourism Australia, Department of Trade and Investment, Department of Premier Cabinet, Department of Infrastructure and Transport, Study Adelaide and South Australian Aviation Freight Council to grow capacity, passenger and freight volumes in Adelaide.

Planning for real growth

We have developed Adelaide Airport's Network Vision 2050, which anticipates the establishment of non-stop services to 39 international destinations.

This growth will benefit from and capitalise on the changing fleet mix of our airline partners. For domestic services, in the short term, smaller aircraft such as the Embraer E190 and Airbus A220, are pivotal in growing the interstate networks. In the longer term, the known emerging aircraft technologies are exciting.

For international services, we can benefit from the use of longer range, more efficient widebody aircraft such as the Boeing 787 and Airbus A350 that suit our market size. In addition, the upcoming A321XLR aircraft would also present an opportunity to Adelaide to grow its international connectivity with this fleet type.

Our current strategic targets for growth include reinstatement of China Southern Airlines, Cathay Pacific Airways and Emirates services, increasing frequencies and up-gauging aircraft on existing domestic and international routes, developing new markets such as Japan and US West Coast, among others, reducing international freight and traffic leakage through interstate ports, and finding new and growing existing regional networks.
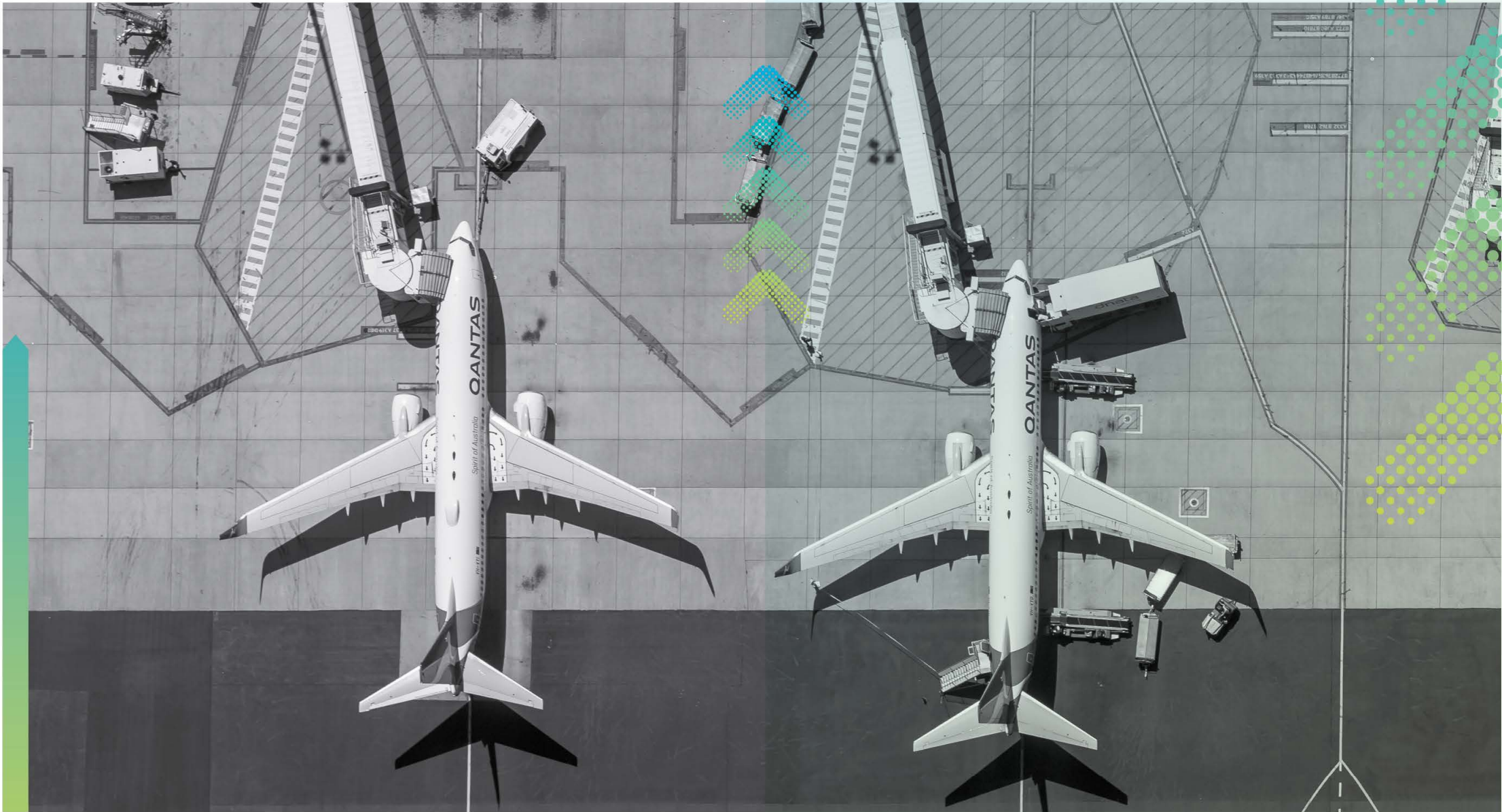
04 Accelerate Property
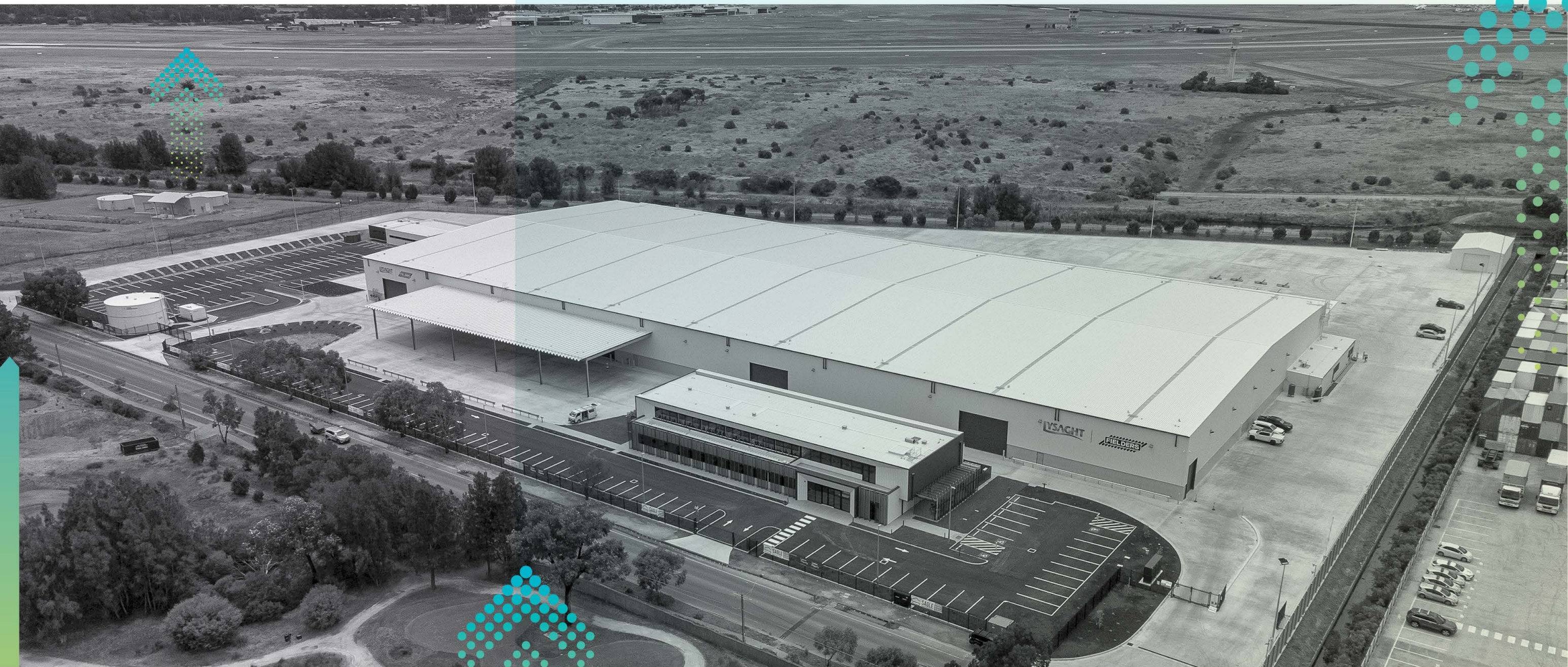
Our Vision: Logistics Economic Powerhouse

Adelaide Airport will increase its facilitation of South Australia's trade and export focused economies.

Smart warehouses occupied by global logistics companies will co-locate at our freight and logistics precinct creating a logistics ecosystem that leverages our infrastructure and connectivity to drive economic growth and facilitate the efficient movement of goods to/from the South Australian community.

Warehouses are designed to incorporate advanced automation such as automated guided vehicles (AGVs) enhancing efficiency and productivity. Energy-efficient lighting systems, solar power generation, recycled water use and waste management solutions minimise the environmental impact.

Like-minded companies provide fully-automated and seamless freight connections on international, domestic and regional services with electric Vertical Take-Off & Landing (eVTOL) aircraft and hydrogen powered autonomous trucks carrying cargo to and from the airport.

Freight and logistics will continue to be inextricably linked to aviation business development as a rapid increase in parcel delivery fuels the need for larger and more efficient facilities.

The proliferation of wide-body international aircraft connecting global markets will be an imperative for imports and exports. Freight travelling in the holds of passenger aircraft will continue to be more cost effective than dedicated freight services, with emphasis on leveraging the synergies of passenger and freight flying together.

Our Vision:
Connected Campus

Adelaide's largest single site employment precinct will evolve to create a sense of place that links all elements of the precinct through engaging urban design and digital experiences, seamlessly integrating zones for commercial, aviation, retail, industrial and leisure.

We will combine efficiency with amenity, sustainability with growth and technology with lifestyle, connected to the global marketplace through state-of-the-art infrastructure and cutting-edge facilities for our property customers and their people.

World-leading companies will operate out of our connected campuses that are sustainably designed for work, life and play. Our campus will provide a level of amenity for customers from a wide range of shopping, dining, childcare, recreation, wellness and green communal spaces that will facilitate a seamless working lifestyle.

The Adelaide Airport campus is connected by integrated transport corridors to, from and within the airport precincts including electric vehicles, autonomous transportation, electric Vertical Take-Off & Landing (eVTOL) shuttles, scooters, bike paths, and pedestrian pathways.

Property

In line with Adelaide Airport's Purpose and Vision, we are at a critical juncture where we can proudly shape and connect South Australia by offering an airport environment that is seamless, connected and easy. The team's core purpose remains to accelerate these opportunities.

Adelaide Airport's property business has effectively been split into three distinct functions – development of new sites and precincts, terminal retail, and property asset management. Consequently, we have increased our resources to accelerate and deliver our Development Ready strategy and take a more proactive approach to the management of our relationships with existing tenants.

Our property interests allow Adelaide Airport to diversify our business. We are viewed by the market as a long-term player, which is a clear benefit for businesses prioritising sustainability and longevity.

Our pipeline of development opportunities and sizeable land bank have placed us in an extraordinary position to significantly change the landscape of the airport. We have seen significant progress with the development of Adelaide Airport's freight and logistics precinct, and a stronger focus on our development ready approach has placed Adelaide Airport in a strong position to capitalise on the ongoing strength in the commercial property market.

In 2022/23, several new developments have been successfully delivered or are currently underway at Adelaide Airport, including BlueScope, Jayco, and the Freight and Logistics Precinct incorporating significant operators such as FedEx and DHL. At Parafield Airport, we welcomed the opening of the new District Outlet Centre and the continued growth of the Parafield Service Centre. Each of these developments is adding to the community and vibrancy of both airports.

Development ready

Adelaide Airport is seeking to be more proactive in the way we approach development opportunities, which includes developing in our own right.

We have a better understanding of our land banks and their suitability for development than ever before and our strategy to prepare detailed precinct plans, which include enabling works such as roads and infrastructure, will ensure that we are well placed to respond quickly to market opportunities.

Our aim is to be able to quickly and sustainably create leasing opportunities that meet the requirements of companies seeking to move to Adelaide or Parafield Airport.

Building on the successful approach we adopted with the Mitsubishi development, we are also re-prioritising our capabilities towards being the developer of strategic projects rather than defaulting to a ground leasing approach.

Connected campus

In keeping with one of the key pillars of our vision to be a truly connected campus, we are undertaking a significant body of work to consider our sense of place and associated amenity.

We see the whole is greater than the sum of its parts and this has required a step change in our approach to move from considering individual projects to how the airport becomes a complete destination rather than disparate precincts or zones.

Freight and Logistics

Planning, design and development of our Freight and Logistics hub has continued, with significant development well underway or completed in Stage 1 (east of Keswick Creek) and approvals obtained to progress the detailed design and costings and initial site preparation works for Stage 2 (west of Keswick Creek).

This hub will allow us to grow and improve the airport's freight business in line with our purpose of proudly shaping and connecting South Australia.

FedEx has completed and opened its new freight and distribution centre on a site of close to 59,000sqm. The DHL development on an adjacent 20,000sqm site is progressing well. Subject to various consents, works will commence on another 19,000sqm site on the corner or Richmond Road and Morley Street in late 2023.

Office Park

The further activation of our connected campus for mixed office uses is required to meet demand for high-grade office space connected to the convenience of our aviation network, less than two runway lengths from the Adelaide CBD.

The land bounded by James Schofield Drive and Sir Richard Williams Avenue is a high-value site sitting close to the airport's main entrance with excellent road connectivity and central to aeronautical and non-aeronautical development including the main terminal and Export Park.

We continue to undertake master planning of this site, managing the complexities of other competing priorities such as car parking and terminal access and progressing design on the first building. We also view this as having the potential to consolidate Adelaide Airport's own workforce - currently spread across multiple locations - into one suitable location.

Advanced technologies

Adelaide Airport continues to view advanced technologies across sectors such as space, defence and IT as a complementary fit. Our work continues in discussing opportunities with high-profile locally based organisations in these industry fields and creating a space that meets their needs.

Managing relationships

Adelaide Airport is introducing a more strategic and proactive approach to asset management to improve tenant relationships by better understanding their current and future leasing and ancillary services requirements.

Our recent tenant survey identified opportunities to improve relationships and ensures we can meet current and future needs of the several hundred companies that are based here.

This includes proactive strategies to meet our tenants' future accommodation requirement such as offering new opportunities through relocation to better premises within the airport precinct, as we have recently managed for two airport-based organisations.

Recreation and leisure

Adelaide Airport's West Beach Precinct continues to offer opportunities to create a focal point for 'recreation and leisure' pursuits, similar to the existing AFL Max facility adjacent Tapleys Hill Road.

This fits our positioning of Adelaide Airport as a destination in which to work and play. We will continue to consider options to better activate this precinct.

Other key projects

BlueScope has completed and officially opened a new $30 million steel hub in the Morphett Precinct on the southern edge of the airport.

The 50,000sqm site is the central hub for the BlueScope Building Components Division in South Australia.

Work has continued on Jayco Adelaide's development of a new purpose-built caravan and motorhome dealership within the West Beach Precinct. The 20,000sqm site will consolidate Jayco's sales, service and parts department.

Parafield Airport's new District Outlet Centre on Main North Road has opened, with 55 big name brands offering shoppers an unparalleled selection of products and an exceptional shopping experience. The centre is a cornerstone of our rapidly growing Commercial Precinct, which is home to several other retail and commercial businesses that will complement this development.

05 Enhance the Experience

Our Vision: Airport as a Destination

Adelaide Airport will offer a fully immersive destination showcasing a unique sense of place, whether you are flying out on business or holidays or looking for a central hub for local retail and leisure activities.

Travellers from around the world will be able to taste, touch, smell, feel and hear the best of what South Australia has to offer, and our community will see the airport precinct as a destination in its own right.

The safe and more customer centric evolution of data collection and AI will transform customers pre-determined preferences to facilitate an optimal dining and retail experience from check-in to boarding. Interactive displays and immersive technologies provide engaging and informative content allowing customers to access destination-related information. Entertainment options will complement interactive experiences building upon current offers such as the historic Vickers Vimy exhibition.

Fully serviced office and meeting spaces will feed increased demand for customers seeking to work productively while on the move. Outdoor areas like our plaza and other greener spaces create a place to relax amidst the bustling airport surroundings. Large retail centres will offer a complete shopping experience entirely within the airport boundary, complemented by leisure, wellness and relaxation zones and dining precincts.

Customer Experience

As travellers have returned to the skies in greater numbers, Adelaide Airport has prioritised actions and initiatives to ensure our customers' experiences match expectations. This work has covered everything from data analytics to inform our operational planning through to a physical presence in the terminal supported by our customer care teams and increasing the number of airport ambassadors.

Welcome Desk re-launched

Our Welcome Desk was re-launched in December 2022 to support both our airport community and provide another service element to the customer journey.

The desk, situated on ground level adjacent to international arrivals, had been closed since the start of the COVID pandemic. With passenger numbers now returning, renewing this function has been exceptionally well received.

Customers can access the Welcome Desk on weekdays between 8.00am and 6.00pm where they will be assisted by one of our five friendly team members.

On average the team answer approximately 2,500 face-to-face enquiries per month providing us with valuable insight in how to improve the customer journey.

The lost property function is also now managed by this team, allowing easier access for customers due to the extended opening hours.

Airport Ambassador Program

To further improve our customers' journeys and ensure a seamless experience from kerb to gate, we have increased our Ambassador team by recruiting a further 10 members.

We now have a team of 30 volunteer Ambassadors, rostered on seven days a week, spanning the hours of 5.00am to 9.00pm.

We have also re-established the dedicated International Ambassador team. These team members are all bi-lingual and we currently have four ambassadors positioned inside international arrivals, with a view to increase this support in line with new carriers and increased passenger numbers.

With the Vickers Vimy Exhibition opening, we have also inducted and recruited 10 volunteers from the South Australian Aviation Museum. These volunteers are passionate about the Vickers Vimy and facilitate detailed tours of the exhibition site, which can be booked by the public online. Approximately 20 tours have been delivered since the exhibition opened.

We are incredibly grateful for all our volunteers who make a significant impact on our customers' journey as well as providing support to our airport community.

Service culture transformation

With passenger levels returning to pre-COVID volumes, it was timely to revisit our overall customer service culture.

We engaged transformation specialists "Service Q" to work together in designing a one team approach to deliver a consistent standard of service delivery through Adelaide Airport. The program, named 'Make Someone's Day', was launched in June 2023 and reaches not just our team, but also key stakeholders within our airport community. We have engaged front line contractors who are part of Adelaide Airport's broader customer facing team in this program.

The key outcome for this program is to build and deliver a framework of common customer principles and expected behaviours, aiming to build greater ownership of the customer experience by all. The result will ensure that our customer needs are not just met but exceeded and bring us one step further to achieving our vision of being everyone's favourite airport.

Supporting major events

South Australia was home to many significant events this financial year, and as the gateway to the state we ensured that we collaborated and supported each of them.

We worked closely with Tourism SA and ICC Mens T20 World Cup Cricket welcoming teams and officials in October 2022. This included the installation of a giant inflatable cricket bust (head) in the plaza, which was one of five busts installed in various locations around the state.

The Tour Down Under in January was a collaborative effort to ensure seamless travel for participants and officials as well as ensuring minimal disruption to our customers. An independent check-in facility was housed in the terminal plaza which greatly assisted this process.

The AFL Gather Round, LIV Golf, Easter and the school holidays all occurred in April. To ensure a seamless experience for our customers through a period of significant demand, we deployed our customer care team (Adelaide Airport staff volunteering to assist on the floor) as well as ramping up our welcome desk hours.

Preparations were completed for the FIFA Women's World Cup 2023 with Adelaide hosting games in July and August 2023.

Special assistance

In addition to continuing to deliver our hidden disability program incorporating the sunflower scheme, we have also focused on increasing facility dog Elmo's presence in the terminal.

We have welcomed two more volunteers who have been successfully trained (PACT) by Guide Dogs SA/NT which allow them to be an official handler for Elmo. Elmo can be found at his dedicated stand on level 2 near check in, on most weekdays.

For this financial year we distributed 531 Sunflower lanyards and conducted 42 officially booked 'Elmo Meet and Greets', not including the impromptu calming walks conducted by customers who had not booked.

A highlight was a familiarisation tour with a group of participants and their carers from The Lotus Project. We were delighted to meet the group and escort them through the screening process and talk with them about navigating the airport. This was an amazing experience and great firsthand insight into the challenges associated with travelling when living with disability.

Service quality

This year we also recommenced our participation in Airports Council International's Airport Service Quality program.

This program provides us with global benchmarking on the experience of our customers through the measurement of passenger satisfaction and assists us in informing customer focussed initiatives that will continue to grow overall passenger satisfaction.

Snapshot reports can be found on our website: **Quality of Service - Adelaide Airport.**

Commercial

Our commercial business revenue streams comprise retail tenancies, car parking and advertising, with ecommerce playing an ever greater role.

Retail

Adelaide Airport highly values our long-term retailer partnerships.

We have worked hand-in-hand to ensure our retailers are best placed to thrive again in the longer term. This includes supporting our retailers with an ecommerce platform.

The completion of the Retail Leasing Strategy means all retail units created out of the Terminal Expansion project have now been leased. This is an exceptional outcome in such a challenging environment. Our retail team have stayed loyal to our original strategy of offering a truly localised customer experience that showcases the best of what South Australia has to offer.

The second half of 2022 saw a hive of activity as our terminal retail really came alive. Along the domestic concourse we opened 100 Miles, The Hawker Bar, Sushi Sushi, McDonalds, Amuse and This Little Piggy. More recently we have opened Globite and Oxford Clothing.

As our international passengers began to return, we unwrapped our world-class duty-free departures and arrivals stores, Hills Bar & Kitchen, and early in 2023 Plaza Premium opened Adelaide Airport's first premium lounge facility.

The retail vision for the terminal is to "unwrap the best of South Australia". This is demonstrated by the proliferation of South Australian brands available, familiar South Australian artwork and graphics, and South Australian manufactured products.

The retail team are now busy preparing for our final stores roll out, which includes Seed, Unison Clothing, Allkinds and Kathmandu. They will be complemented with a new Rex customer lounge.

eCommerce

Between August and December 2022, we enhanced our online food ordering capabilities by introducing table online ordering at select restaurant-style retailers such as Coopers, The Pantry and The Precinct.

This innovative feature enables customers to conveniently order and pay for their meals and drinks directly from their table, with the added convenience of having their food delivered to their seat.

In September 2022, Adelaide Airport expanded its range of bookable services to include travel, allowing customers to research, plan and book their travel through our website. Our partner Travlr delivers the technology, customer service and product development support. This initiative enhances our understanding of our customers, offering an opportunity to engage with them as they plan their journeys.

We are currently collaborating closely with shared-value partners and travel verticals to introduce a transport booking platform. This platform provides customers the ability to book transportation for arrival into Adelaide and for outbound customers at their destination. The platform will commence with chauffeur services and expand to include taxis and other transportation choices.

We are focused on building a data-driven culture that enables us to better understand our customers' needs through the review of data from various systems throughout our organisation.

Advertising

Adelaide Airport welcomed JCDecaux as our new third-party advertising partner in May 2023.

The new partnership is already thriving and we are working towards the 2024 delivery of a new suite of digital assets in the terminal and along Sir Richard Williams Ave. This will result in a significantly updated strategic approach to this significant revenue stream.

Car parking

Our planning encompasses a wide range of initiatives aimed at increasing engagement, retaining visitors, driving usage, improving user experience and improving overall productivity.

An increased customer preference to park when travelling has resulted in unexpectedly high demand for parking facilities as passenger numbers recovered. Enhanced pricing and demand management tools have been implemented, delivering improved productivity and a better parking experience for customers travelling through Adelaide Airport.

Increasing car parking capacity and diversifying our product offering will support the continued growth of car park usage. A new outdoor car park adjacent to the multi-storey car park has been approved for construction in FY24 and will be supplemented by the introduction of an Adelaide Airport operated valet car parking service for customers seeking the ultimate in parking convenience.

Adelaide Airport continues to deliver regular improvements to the customer experience. SMS functionality was introduced for pre-booking customers to enable them to easily access their entry ticket. Improved signage at the long-term car park, taxi layoff and rideshare pickup areas has been installed to improve wayfinding for customers arriving back at Adelaide Airport.

Terminal Infrastructure

Airport terminals and associated infrastructure are a rapidly evolving environment. Before Adelaide Airport had completed the recent terminal expansion, we were already planning the next phases of our terminal redevelopment, looking 5 years and then 10 years in advance to ensure our facilities meet expected customer and stakeholder expectations.

The next iteration of passenger experience enhancement projects will see a budgeted expenditure of $500 million on major aviation infrastructure projects over the next five years, making it our largest capital investment program.

Our domestic and international terminal is approaching a two-decade lifespan since opening in 2005. Much of our infrastructure is reaching the end of its design life, so we are taking decisions to balance extending the life of existing facilities with building new infrastructure to meet growing demand.

Our sense of place experience master plan has set out what we want to achieve in our vision for our passenger processing and how we develop our infrastructure to meet the needs of our customers and our stakeholders including airlines.

Following an upgrade of our security systems (see Work Smarter) we will be expanding our check-in infrastructure to the south which will require the removal of the former terminal off-ramp, and upgrading current infrastructure to achieve greater efficiencies, including an expanded apron to uncap aircraft capacity constraints.

With our parking facilities again reaching 100 per cent at peak times, we will also expand our short-term car parking, initially through additional at-grade parking adjacent the multi-storey car park, and ultimately a duplication of our car park and pick-up and drop-off zones.

Final Journey for Vickers Vimy

The new Vickers Vimy exhibition space has opened to the public, featuring interactive displays with multiple interactive touch screens, projection canvas, audio-visual presentations and artefacts from the original journey.

Visitors can see inside the cockpit via giant mirrors hanging from the ceiling, and a mezzanine level allows views from above the aircraft for the first time.

The Vickers Vimy is a treasured national asset and Adelaide Airport is proud to be its custodian. The more than 100-year-old Vickers Vimy was the first aircraft to fly from England to Australia in 1919. We are delighted we can now share this incredibly important piece of aviation history in a more prominent location, easily accessed from the main international and domestic terminal.

A dedicated website - www.adelaideairport. com.au/vickers-vimy - includes an educational section curated by the History Trust of SA for teachers and students. School groups can book a volunteer guide from the South Australian Aviation Museum.

The $7 million relocation and exhibition project was jointly funded by the Federal Government, South Australian Government and Adelaide Airport.
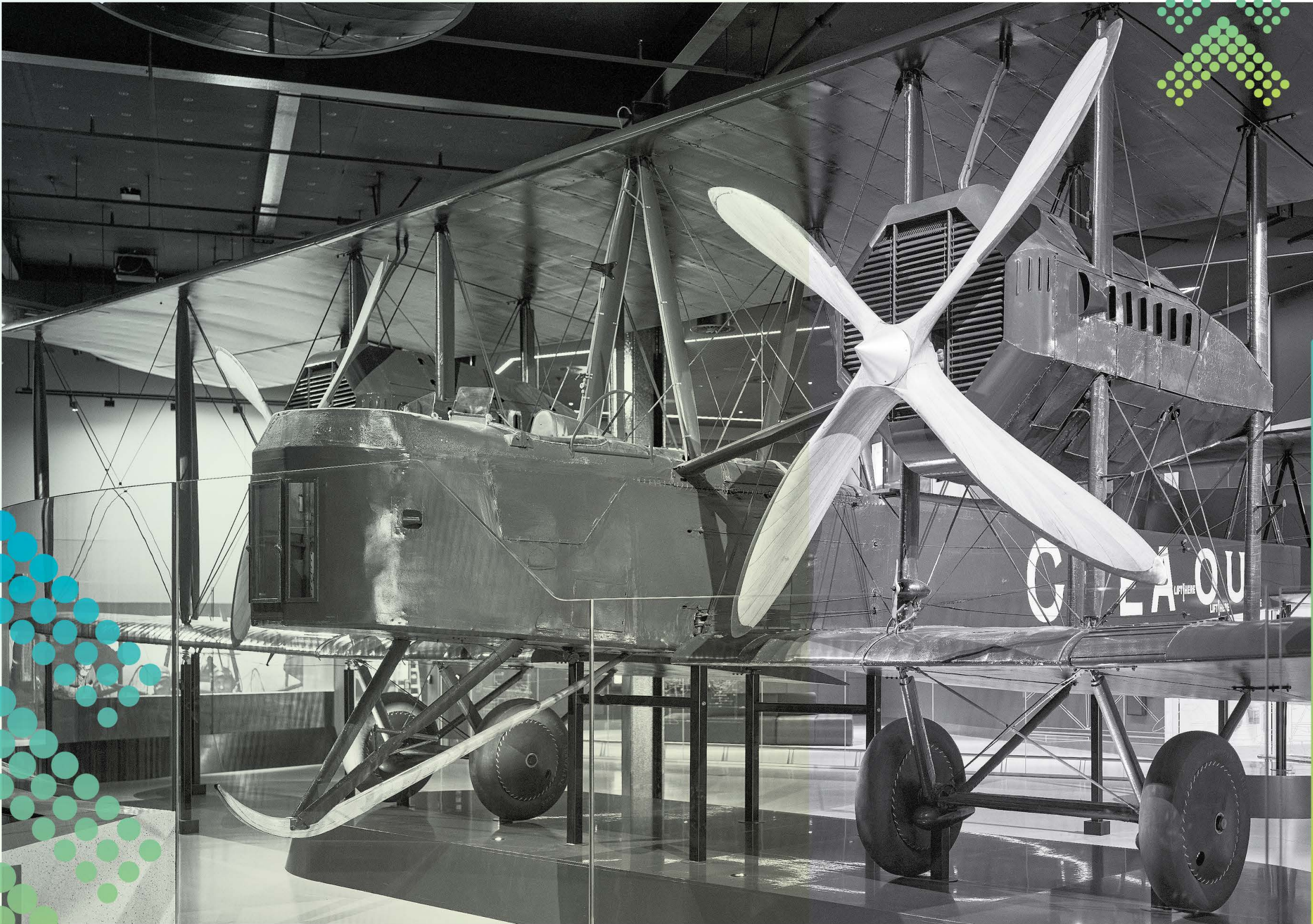
06 Work Smarter
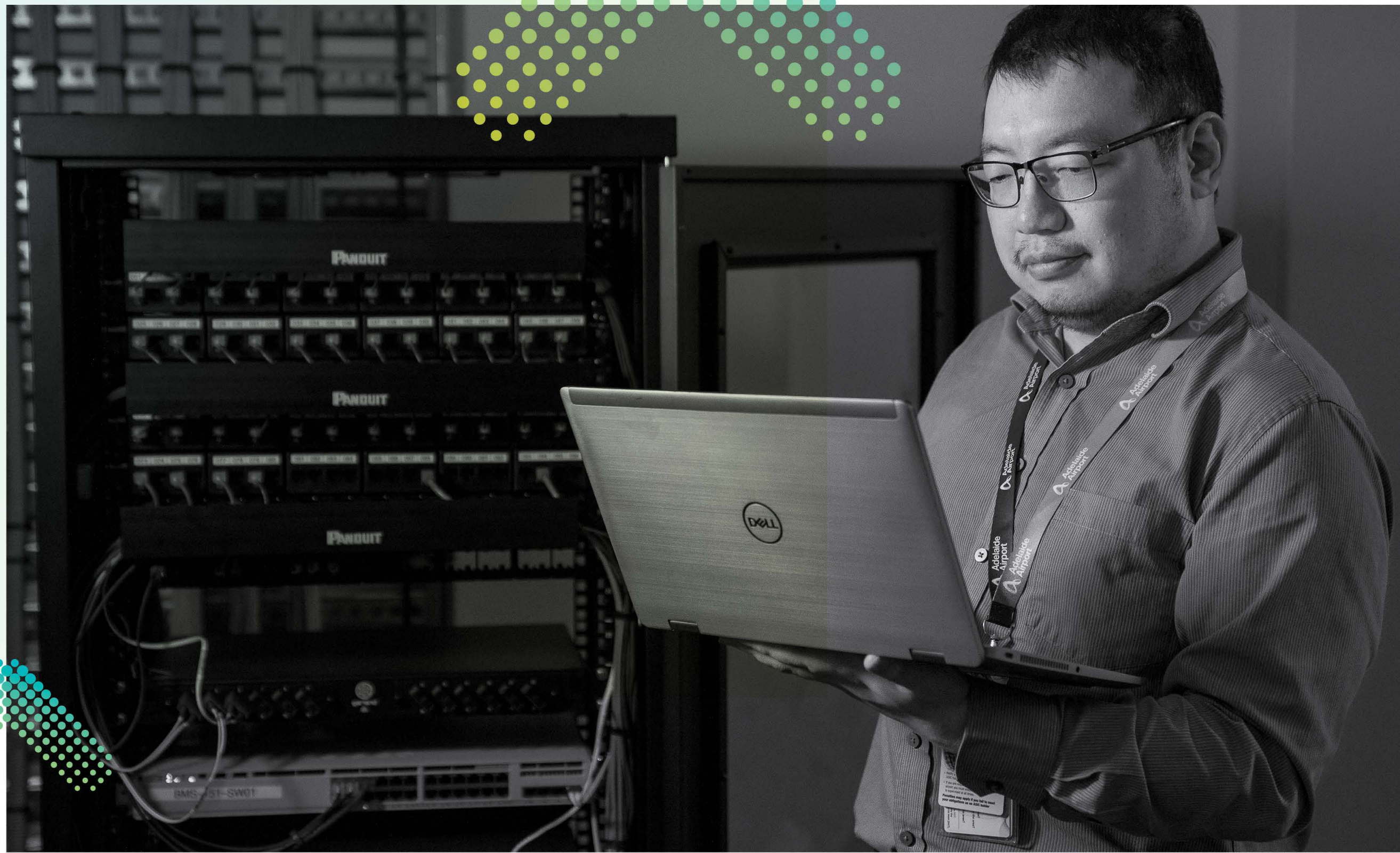
Our Vision: Seamless Journey

Travel will be more personalised, touchless and automated, creating a seamless journey and an enhanced customer experience.

While technology streamlines the journey, our people will have an ever-evolving customer experience role to play, ensuring the person-to-person contact that differentiates great service from good service remains a tenet of our core operations.

Autonomous vehicles will shuttle you from your home or hotel to the airport or from your vehicle to the terminal, while EV charging will be integrated with parking systems. Self-service check in and bag drop kiosks will continue to evolve, become more intuitive, and expedite the boarding process. Checked-in bags will be picked up from your home or hotel and dropped at your destination, with bag tags replaced by digital identification built into luggage. Advanced bag tracking devices and sensors will allow you to monitor your luggage's location and status in real time on a personal device. Automated conveyors and robotic handlers will efficiently move bags at the airport.

Enhanced security including biometric identification will replace physical passports and travel documentation, creating a smooth passage with no queues through security, immigration, lounge access and boarding.

Virtual Reality (VR), Augmented Reality (AR) and Artificial Intelligence (AI) will transform customers' experiences. Personalised digital wayfinding on your device maps and monitors your path through the terminal in real-time, including where to pick up your pre-ordered food and online shopping, and alerts to remind you when to be at the gate for boarding. Virtual personal assistants will provide real-time updates and respond to queries.

Technology and Innovation

Creating a seamless journey for our customers requires us to work smarter through innovation and continuous business improvement.

We already have access to excellent data on traveller intentions and feedback through our various customer interactions. Based on this information, we are seeking to reach customers in all parts of their travel experience. We have mapped out the customer journey with the intention of being in as many possible conversations digitally to help support and better understand our customers' travel needs and intents.

This approach enables Adelaide Airport to offer a full suite of services from the door of a customer's home or hotel to the door of the aircraft, including existing ecommerce interactions such as car parking, food pre-ordering, rental cars and duty-free.

We continue to progress our efforts towards a single token or identifier that enables travellers to interact with our systems and services. The aim is to eliminate the traveller's need to validate their credentials in multiple systems and touchpoints, thereby optimising their journey and reducing stress.

Adelaide Airport is always looking to improve and streamline our customer experience. To that end our team reviews our customer data every week to better inform our operations and pricing of products.

Business Transformation

Continuous improvement at Adelaide Airport is an ongoing effort to improve all elements of the organisation including processes, tools, products and services. Sometimes these improvements are big, often they are small. Core to our continuous improvement mindset is the belief that a steady stream of improvements, diligently executed will result in transformational outcomes over time.

We have been focusing on:

- Pain point reduction to identify, prioritise and address key issues, pain points and any wasteful processes;
- Process improvement by changing the way we do things to improve our processes resulting in the delivery of better services;
- Performance improvement by increasing our focus on ensuring we have the right performance measures and targets in place to drive improvement; and
- Capacity enhancements to provide our people with the headspace to develop and to focus on continuous improvement every single day in the workplace.

Our Modern Way of Working program progressed throughout 2022/23, with multiple projects progressed and delivered across the program of work. Our enterprise collaboration tools enable access from any device from anywhere using laptops, mobiles or tablets.

We delivered a new and improved Policy Management Centre, which provides our staff with up-to-date policies and procedures that can be accessed from anywhere and are notified if there are any changes. We have also enhanced multiple business processes by bringing the processes online and streamlining them at the same time including pavement concession and drafting request processing.

We have eliminated the need for manual recording and data entry at our car park booth so any time a customer has a query or needs help at the exit gate, this can be resolved in a seamless and easy manner with our new reporting system. We have also streamlined the staff parking application process through the use of fit for purpose technology and process improvements. This has allowed staff to request and update their parking requirements through a digital platform, which keeps them informed of each step in the application and approval process.

We have made significant enhancements to our customer feedback system to ensure we truly understand the issues and opportunities that continue to present on a daily basis. We continue to improve the system as more data comes in and we mature the way in which we manage our responses.

In 2023/24, we will be implementing improvements to our lost property system to ensure an easy and seamless experience for our customers from the time they identify a lost item, to registering it, right through to receiving responses and being re-united with the lost item.

Airside Operations

Our airside team is fundamentally the heartbeat of our aeronautical business.

Without a safe and secure airside environment, our airport simply cannot function.

Adelaide Airport's continued growth and recent significant increase in operational tempo reinforces the need for us to continue to provide appropriate facilities and provision for future infrastructure to meet our customers' demands for growth and provide a safe and secure environment for all those working at the Airport.

Strong management and mitigation of operational risks is a vital component of managing our daily operations. We work closely with our direct stakeholders, including airlines, freight handlers and regulatory bodies, to achieve this with heightened focus since the post-COVID return to growth, to best prepare new staff joining the airport community who work in the airside environment.

We have undertaken significant planning and design for the Main Runway and Taxiways Overlay Projects as well as awarded the construction contractor, with work to be carried out in 2023/24.

We regularly engage with our airlines and ground handlers to manage operational demands and safety issues ensuring continued optimisation of our capacity aligned to our approach to managing risk.

Procurement

Adelaide Airport is inspired to deliver a smarter, more sustainable and viable future for both industry and society.

In line with this, we aim to mitigate adverse impacts to the environment and society while upholding economically viable business practices throughout our operations and supply chains. We aim to balance the economic, social and environmental factors in all procurement activities, and seek to engage with suppliers who share our commitment.

Additionally, we are developing a business case to support Aboriginal and Torres Strait Islander-owned businesses. Increasing the employment, independence and wellbeing of Aboriginal and Torres Strait Islander people can be advanced by strengthening the Aboriginal and Torres Strait Islander businesses sector. Procurement targets for sourcing goods and services from indigenous business is an important contributor to this goal.

The procurement function at Adelaide Airport is decentralised, which means business units procure their own goods and services. The procurement manager's role was recently created and filled in May 2023.

Security Infrastructure

Adelaide Airport continues to have a strong focus on security compliance while delivering a great customer experience for travellers.

As part of a transition to the adoption of new screening technologies across all major Australian airports, we are introducing new equipment for both passenger and checked baggage screening, which will be fully in place by late 2025.

Both projects are significant in that we will be upgrading systems in a live operational environment, meaning there are interdependencies with other parts of the passenger journey and our operation. Build programs are complex and we are concentrating on staging both to minimise the level of disruption.

We are confident that the end result will meet the new obligations on us as operators of critical infrastructure and provide an experience which is more connected and easier for people travelling through the airport.

07 Sustainability
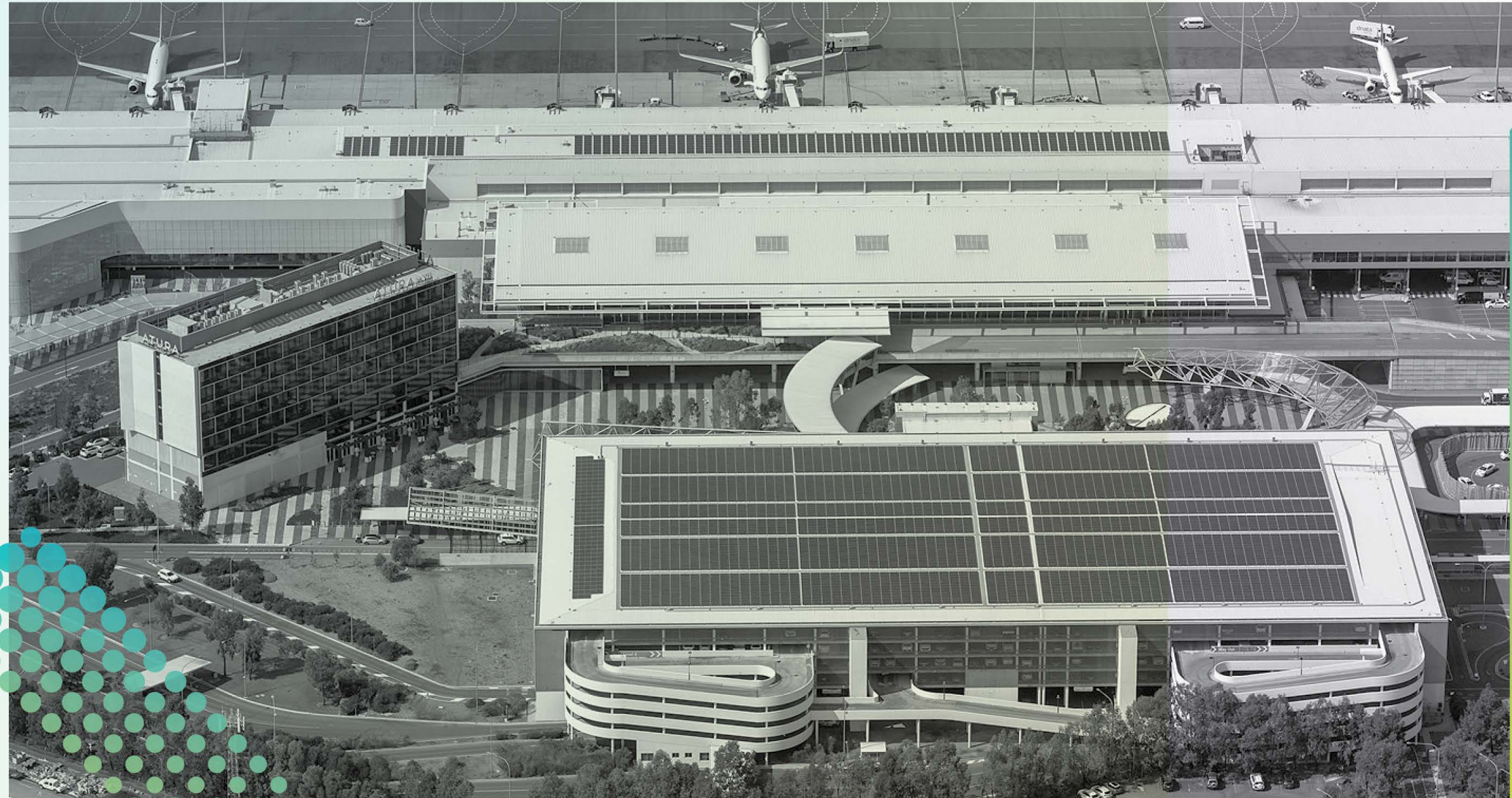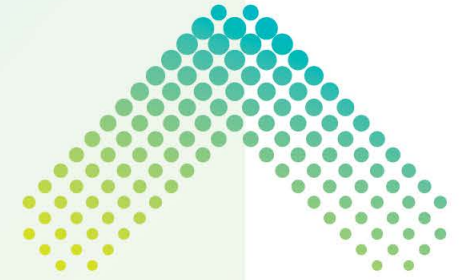
AAL 2030 Sustainability Targets

Sustainability is at the core of Adelaide Airport Limited's Strategic Plan and Vision to be 'Everyone's favourite airport. Seamless. Connected. Easy.'

Our vision can be achieved with the benefit of strong governance, innovation and the delivery of responsible growth and sustainable long-term shareholder value. We seek to remain ahead of current and emerging environmental, social, and economic risks and opportunities to protect and grow the long-term future of Adelaide and Parafield Airport for the benefit of our shareholders, customers, partners and the community.

We strive for sustainability excellence as a global airports sector leader. This means allocating capital, embedding sustainability into our processes and investing time to partner with the right people.

Sustainability targets for decarbonisation, waste landscapes and water drive our capital investment and operational programs.
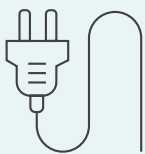
Carbon

100%

Reduction in AAL scope 1 & 2 emissions

Net zero carbon emissions by 2050

Energy

15%

Reduction in Terminal energy use to 214 kWh/m2

15%

Onsite renewable energy to 3,361,637 kWh

Waste

30%

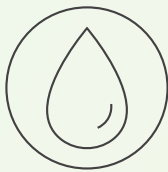Reduction in waste disposal to landfill to 0.09 kg/PAX by 2030

60%

Recycling rate from AAL operations (including terminal) to 772 tonnes

Landscapes

15%

Increase in landside canopy cover across the landside area to 41.47 Ha.

Water

30%

Reduction in water use to 13.6 L/PAX

60%

Recycled water use by 2030

No use of potable water

Policy, Governance and Training

Adelaide Airport's Sustainability Policy was reviewed in June 2023 in consultation with our Sustainability Working Group and Sustainability Management Committee.

The policy was updated to reflect alignment to our Strategic Plan and to provide further details regarding our sustainability objectives including decarbonisation, climate change and nature-related opportunities.

Adelaide Airport's Sustainability Governance Framework was embedded into the organisation to provide oversight across the achievement of Sustainability related strategic initiatives and to support achievement of our sustainability targets. The Governance framework now includes:

- The Sustainability Management Committee (SMC);
- Sustainability Working Group (SWG); and
- Airside Sustainability Committee with representatives from across airlines, ground handlers, refuellers, and Airservices Australia (AsA).

The SMC held its inaugural meeting in March 2023 and is comprised of Adelaide Airport's Executive Committee, the Head of Strategy & Sustainability and the Sustainability Manager. It is accountable for the approval of the Sustainability Policy, Framework, targets, climate change risk management, and monitoring progress of key initiatives within the Strategic Plan.

The SWG is an operational cross functional group responsible for the implementation of the Sustainability Framework across business operations.

The purpose of the Airside Sustainability Committee is to establish and maintain open, respectful and authentic consultation and engagement regarding all relevant sustainability matters between Adelaide Airport and |airside operators.
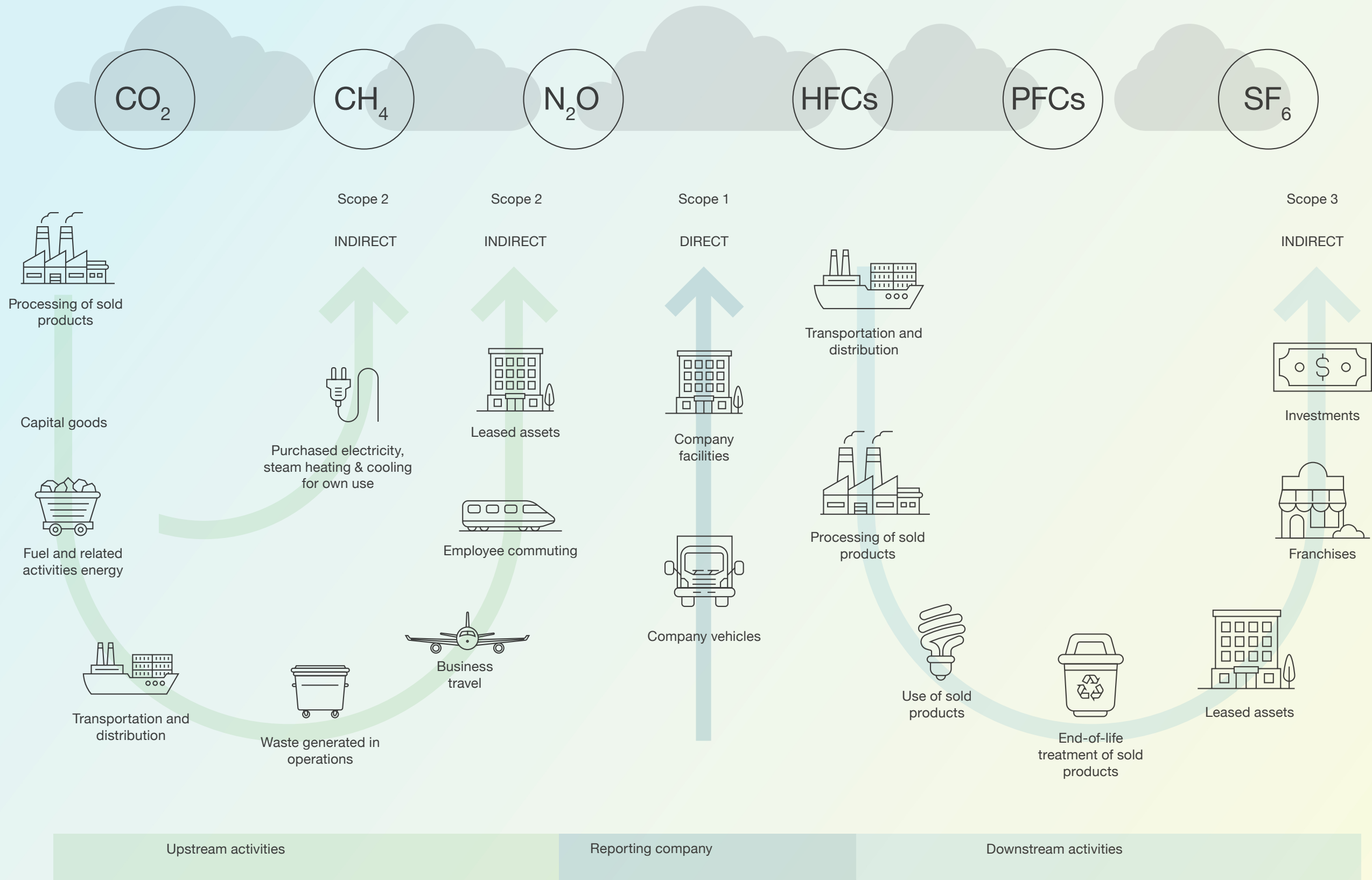
Decarbonisation

Adelaide Airport obtained Level 3 accreditation under the Airports Council International, Airport Carbon Accreditation program in 2015 and continues to retain this level of accreditation at both Adelaide and Parafield airports.

Level 3 accreditation requires ongoing reduction of scope 1 and 2 emissions compared with a rolling three-year average and engagement with key stakeholders to encourage reduction of scope 3 emissions.
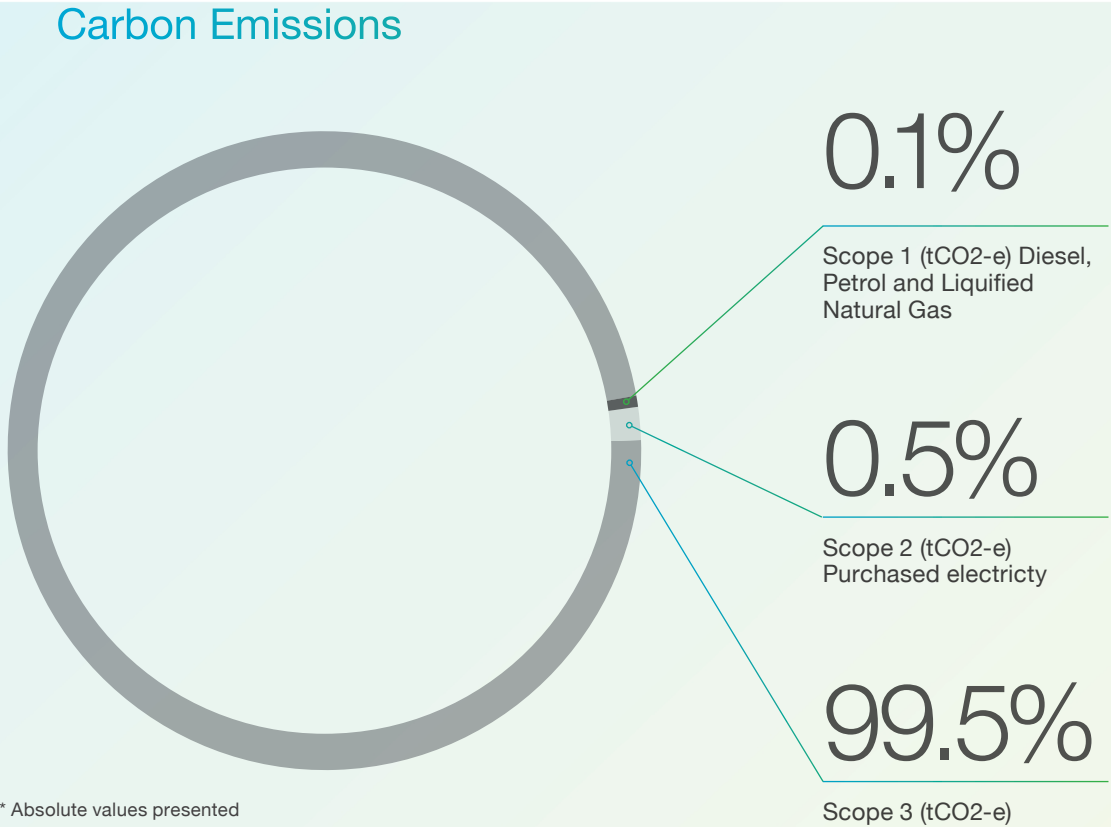
Decarbonisation strategy

Adelaide Airport finalised a detailed decarbonisation strategy to:

- Validate the pathway and abatement measures to achieve 100% reduction in scope 1 and 2 emissions by 2030;
- Model our scope 3 emissions and develop a range of conceptual initiatives to seek to achieve our target of net zero by 2050.

CO_2 CH_4 N_2O HFCs PFCs SF_6

Processing of sold products

Capital goods

Fuel and related activities energy

Transportation and distribution

Scope 2

INDIRECT

Purchased electricity, steam heating & cooling for own use

Waste generated in operations

Scope 2

INDIRECT

Leased assets

Employee commuting

Business travel

Scope 1

DIRECT

Company facilities

Company vehicles

Transportation and distribution

Processing of sold products

Use of sold products

End-of-life treatment of sold products

Scope 3

INDIRECT

Investments

Franchises

Leased assets

| Upstream activities | Reporting company | Downstream activities |

Scope 1 and 2 Emissions

Carbon Emissions

Direct emissions from company-operated vehicles, mobile plant and stationary engines, and direct heating of boilers are included in scope 1, while electricity for heating, cooling and general electricity consumption is included in scope 2.

0.1%

Scope 1 (tCO2-e) Diesel, Petrol and Liquified Natural Gas

0.5%

Scope 2 (tCO2-e) Purchased electricty

99.5%

Scope 3 (tCO2-e)

* Absolute values presented in Performance Data section of the report.

Scope 1 and 2 emissions account for approximately 2 per cent of Adelaide Airport's full supply chain emissions.

Carbon abatement measures delivered in FY23 include:

LED lighting upgrade

Adelaide Airport's multi-level car park lighting was upgraded to LED from incandescent globes with a reduction of 500 tonnes of CO2 equivalent per annum. In addition, the new lighting provides for more enhance aesthetics and improved safety outcomes.

Air-conditioning upgrade

Air-conditioning units were replaced in two of our office sites due to reaching the end of their useful life. These units were over 30 years old and consumed significant energy for heating and cooling and have now been upgraded to energy efficient models.

Carbon abatement measures where detailed planning was completed, include:

Adelaide Airport Terminal Solar

Detailed design specifications for a 2.3 MW solar system and associated electrical infrastructure were finalised in FY23. The rooftop system will be constructed on the airport terminal roof with 820 tonnes of CO2 emission abatement per annum. The system is forecast to be energised in mid 2024.
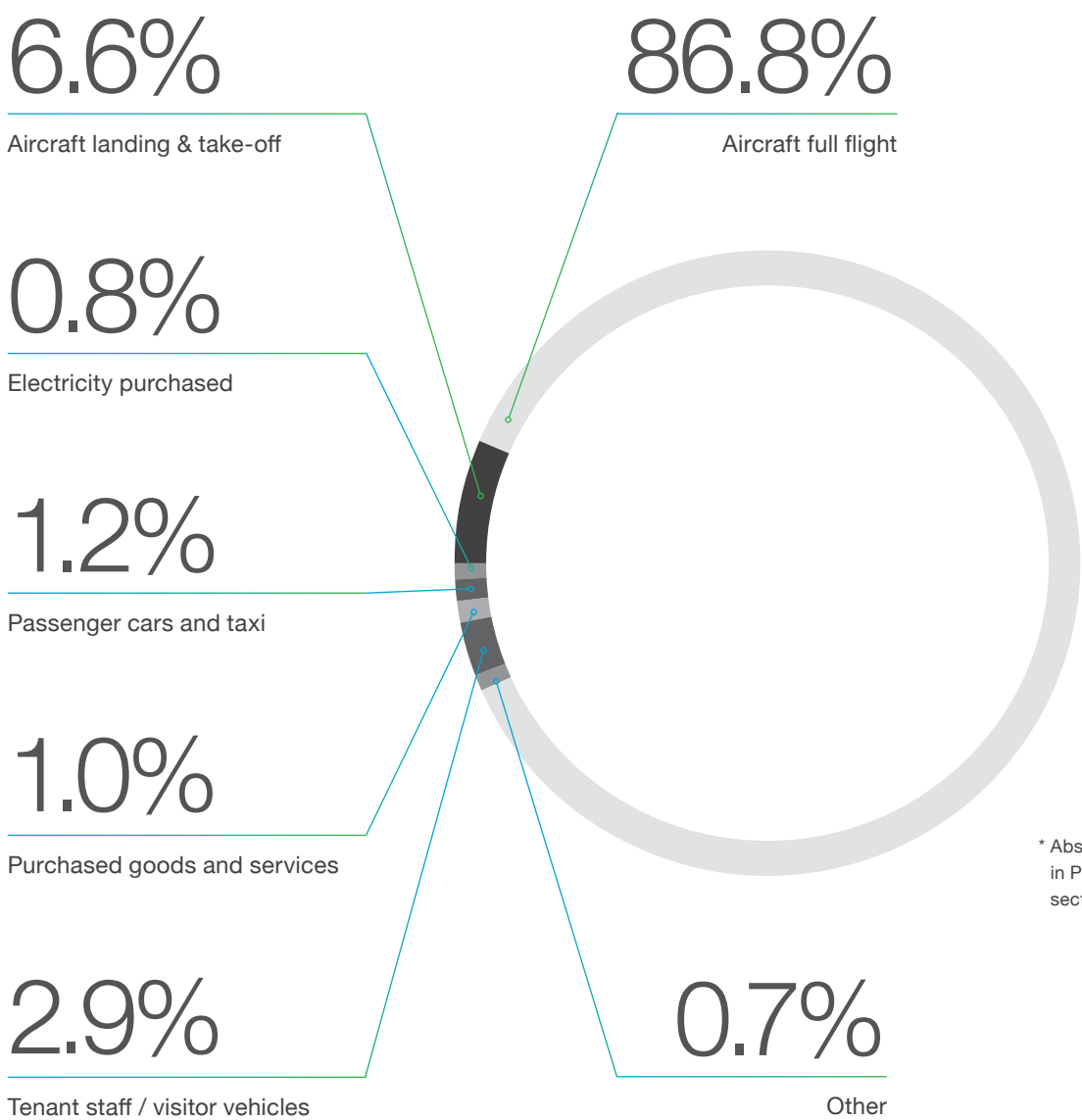
Power Purchase Agreement

Final documentation is being concluded on a Green Power Purchase Agreement (PPA) that would see Adelaide Airport source 100 per cent of the electricity load from renewable sources. This would result in 100 per cent of Scope 2 emissions being abated.

Scope 3 Emissions

Scope 3 emissions account for approximately 99.5 per cent of Adelaide Airport's full supply chain emissions, of which aircraft fuel is a significant portion.

Scope 3 emissions include emissions from airlines, tenant fuel and electricity use, purchased goods and services, and corporate travel. Emissions from purchased goods and services have been calculated using the cost-based method and have been reported for the first time in 2022/23.

6.6%

Aircraft landing & take-off

86.8%

Aircraft full flight

0.8%

Electricity purchased

1.2%

Passenger cars and taxi

1.0%

Purchased goods and services

2.9%

Tenant staff / visitor vehicles

0.7%

Other

* Absolute values presented in Performance Data section of the report.

Sustainable Aviation Fuel

Adelaide Airport has been working to establish a consortium to bring together leaders from aviation, the e-fuel sector, industry and State Government to accelerate aviation decarbonisation via the production of Power to Liquid (PtL) Sustainable Aviation Fuel (SAF) in South Australia using green hydrogen and carbon captured from industry emissions.

South Australia is a leader in renewable energy generation (penetration of wind and solar at 70 per cent), and with over $13 billion investment in green hydrogen production, South Australia is ideally placed for PtL SAF production.

Recycling and Waste Management

Circular economy - LED lighting project

To maximise sustainability opportunities from the delivery of the LED lighting upgrades, Adelaide Airport worked with the installer to ensure that a circular economy approach was employed and that individual components from old fittings were diverted from landfill. A total of 21.3 tonnes of recycling including plastic, cardboard, glass lamps, metal and battery packs was recovered by the end of June 2023. It is anticipated that more than 50 tonnes of material will be inserted back into the circular economy on project completion in Q1 of FY24.

Single-use plastics

Adelaide Airport won an international aviation award in recognition of its efforts to eliminate the use of single-use plastics in the terminal. The airport scored gold from Airports Council International, Asia Pacific, in the Green Airports Recognition 2023 awards, aimed at promoting sustainability and environmental best practices to minimise aviation's impact on the environment.

This year's theme was elimination of single-use plastics where we were recognised for working with food and beverage retailers to switch from single-use plastics to eco-friendly sustainable alternatives and the establishment of targets for organics collection that allows us to be part of the circular economy.

All organics collected are reprocessed into premium compost, soil and mulch for farmers, viticulturalists, landscapers and home gardeners.

Water Management

Adelaide Airport is currently completing a hydraulics study to develop practical initiatives to achieve water targets.

Our hydraulics study will map potable and non-potable water use and is considering the outcomes from the Stormwater Management Plan to develop a pathway to achieve our water targets for all future developments.

Sustainable Development Goals

The Sustainable Development Goals (SDGs) were developed by the United Nations as part of the 2030 Agenda for Sustainable Development.

The following table shows our actions toward achieving the SDG's:

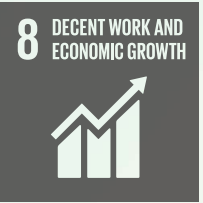| United Nations Sustainable Development Goals		AAL Contribution
SDG 1 End poverty in all its forms everywhere	1.2 Reduce poverty by at least 50%	Foodbank Partnership Youth Opportunities Partnership
SDG 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture	2.1 Universal access to safe and nutritious food	Foodbank Partnership
SDG 3 Ensure healthily lives and promote well-being for all ages	3.9 Reduce illnesses and death from hazardous chemicals and pollution	Adelaide and Parafield Airport PFAS Pilot Program (Department of Infrastructure, Transport and Regional Development)
SDG 5 Achieve gender equality and empower all women and girls	5.5 Ensure full participation in leadership and decision-making	AAA Women in Airports
SDG 6 Ensure availability and sustainable management of water and sanitation for all	6.3 Improve water quality, wastewater treatment and safe reuse	Draft Hydraulics Master Plan, Draft Stormwater Management Plan
	6.5 Implement integrated water resources management	Draft Hydraulics Master Plan, Draft Stormwater Management Plan
	6.6 Protect and restore water-related ecosystems	Landcare Captain McKenna shared-use path (Brownhill Creek revegetation)

United Nations Sustainable Development Goals		AAL Contribution
SDG 7 Ensure access to affordable, reliable, sustainable and modern energy for all	7.1 Universal access to modern energy	Green PPA Negotiations
	7.2 Increase global percentage of renewable energy	T1 Solar 2.3 MW detailed design
	7.3 Double the improvement in energy efficiency	T1 Solar and Carpark LED Project
SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	8.6 Promote youth employment, education and training	Youth Opportunities Partnership
	8.7 End modern slavery, trafficking and child labour	Modern Slavery Annual Supplier Declaration Supplier, V-Trust Solar Supply Chain Assessment
	8.9 Promote beneficial and sustainable tourism	South Australian Tourism Commission Partnership
SDG 9 Build resilient infrastructure, promote sustainable industrialisation and foster innovation	9.1 Develop sustainable, resilient and inclusive infrastructure	Sustainable Development Guidelines, Runway Overlay Project Sustainability Initiatives, CASA V-TOL Working Group
	9.4 Upgrade all industries and infrastructures for sustainability	Runway Overlay Project Sustainability Initiatives
SDG 10 Reduce inequality with and among countries	10.4 Adopt fiscal and social policies that promote equality	Hidden Disability Program, Reconciliation Action Plan

United Nations Sustainable Development Goals			AAL Contribution
SDG 11 Make cities inclusive, safe, resilient and sustainable	11.4 Protect the world's cultural and natural heritage		Reconciliation Action Plan, Parafield Airport Flinders University Biodiversity Assessment
	11.6 Reduce the environmental impacts of cities		Adelaide and Parafield Airport PFAS Pilot Program (Department of Infrastructure, Transport and Regional Development), Corporate Clean-up Australia Day
	11.7 Provide access to safe and inclusive green and public spaces		Landcare Captain McKenna shared-use path (Brownhill Creek revegetation)
SDG 12 Ensure sustainable consumption and production patterns	12.2 Sustainable management and efficient use of natural resources		Runway Overlay Project Sustainability Initiatives
	12.3 Halve global per capita food waste		Green Airport Award Single-use Plastics Program and dedicated organics recovery
	12.4 Responsible management of chemicals and waste		Adelaide and Parafield Airport PFAS Pilot Program (Department of Infrastructure, Transport and Regional Development)
	12.5 Sustainably reduce waste generation		Organics waste recovery
	12.6 Encourage companies to adopt sustainable practices and sustainability reporting		Runway Overlay Project Sustainability Initiatives

United Nations Sustainable Development Goals			AAL Contribution
SDG 13 Take urgent action to combat climate change and its impacts	13.1 Strengthen resilience and adaptive capacity to climate-related disasters		LIDAR image update, Stormwater Management Plan
SDG 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	15.5 Protect biodiversity and natural habitats		Tree for Life Bunzl Streetscape, Landcare Captain McKenna shared-use path (Brownhill Creek revegetation), Parafield Airport Flinders University Biodiversity Assessment, Friends of Patawalonga Creek
SDG 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	16.7 Ensure responsive, inclusive and representative decision-making		Diversity Council of Australia Employer Index
SDG 17 Strengthen the means of implementation and revitalise the global partnership for sustainable development	17.17 Public, public-private and civil society partnerships		Diversity Council of Australia Employer Index, Community Aviation Consultation Groups, Staff-led charitable donation (Kickstart for Kids)

Taskforce on Climate-related Financial Disclosure (TCFD)

Adelaide Airport recognises the need to address climate change and limit global temperature increase to less than 1.5°C.

Our emissions targets are:

- Complete carbon neutral in Scope 1 and Scope 2 emissions by 2030 (based on the 2018 baseline); and
- Net Zero emissions by 2050 (based on the 2018 baseline).

We acknowledge the need to adapt to the changing climate and have established complementary sustainability targets for energy, water, waste and landscapes, which will help us to achieve our emission reduction targets and increase the resilience of our infrastructure, services and the community.

In accordance with the TCFD framework, disclosures are provided against the four core elements of the TCFD. These disclosures reflect the actions that we have completed to address climate-related risk in the past 12 months.

Governance
(*Our governance around climate-related risk and opportunities*)

- Sustainability Policy updated to include climate change mitigation and adaptation objectives
- Sustainability Governance Framework approved with the establishment of the Sustainability Management Committee and Sustainability Working Group
- Airside Sustainability Committee established to collaborate on climate-related risks and opportunities

Strategy
(*Management of actual and potential impacts of climate-related risks and opportunities*)

- Development of the AAL Decarbonisation Strategy (Board approved September 2023)
- Development of the High Voltage Master Plan to support the forecasting of onsite renewable energy and electrification infrastructure requirements
- Development of Draft Sustainable Development Guidelines to ensure precincts and buildings are climate resilient and maximise opportunities for reducing energy, water and waste
- Collaboration with airlines industry and government on the development of Sustainable Aviation Fuel including membership of Bioenergy Australian and the Sustainable Aviation Fuel Alliance of Australia and New Zealand
- Integration of climate risk and adaptation into the Parafield Airport Master Plan

Risk Management
(*Processes used by AAL to identify, assess and manage risks*)

- Review of the AAL Climate Change Adaptation Plan and risk register
- Climate change risk awareness delivered to all AAL staff as part of the Sustainability information and Awareness package
- Establishment of the Airside Sustainability Committee to understand risks and opportunities for scope 3 carbon emissions management
- Annual climate change updates to the Sustainability Management Committee (SMC) and Board

Measurement and Targets
(*Data and indicators used in the measurement of climate performance*)

- Updated existing Carbon and Energy Efficiency Targets
- Established Sustainability Target Key Performance Indicators for each Executive General Manager
- Third-party benchmarking of AAL ESG performance by Sustainalytics assessed as negligible
- Airports International Level 3 Airport Carbon Accreditation (Adelaide and Parafield Airports)

Climate Change Risk Summary

Climate causal factor	Impacts
Physical	
Excessive Heat	Impacts to infrastructure including pavements and buildings, decreased aircraft performance and maximum take-off weights, increased pressure on HVAC systems and associated increased energy costs, pressure on utility networks and supply (electricity and water), health and wellness implications including increased incidents of heat stress, fatigue and downtime, changes to distribution and occurrence of diseases and reduced tourist appeal and amenity.
Drought	Water availability and increasing water costs, reduced amenity and operational impacts caused by dust, changes to wildlife and bird behaviour and increased wildlife hazard management response requirements.
Heavy Rain	Impacts on aircraft operations due to disruption to navigation aid equipment or low visibility, damage to infrastructure including airport surfaces and lighting, injury to workforce or passengers, disruption to site access due to short term flooding of external road network.
Sea-level Rise	Sea-level rise has been assessed however, whilst some peripheral areas of the airport are low lying, sea-level rise is unlikely to be an issue until water levels rise to two meters. Notwithstanding impacts include accelerated erosion, damage to or permanent inundation of low-lying infrastructure, raised water table.
Transitional	
Political and Legal	Introduction of market mechanisms, mandates or regulation relating to existing services and exposure to litigation.
Technology	Changes in aircraft, expansion in use of biofuel, changes affecting ground transport and competing technologies.
Market	Local economic impacts changing demand for travel to and from Adelaide, changes in tourism patterns and increased cost of resources.
Reputation	Flight shaming and contribution to global warming, airport's role in the wider aviation and transport sector's emissions and action to mitigate.

08 Operating Excellence

Grow; Deliver; Shape; Nurture

The Adelaide Airport Strategic Plan 2022-2025 and supporting business units' business plans are the blueprint for future success in pursuit of our vision to be Everyone's favourite airport. Seamless. Connected. Easy.

In addition to our step change priorities, our Strategic Plan outlines operating excellence, which is structured around our strategic focus areas to GROW our business, DELIVER an exceptional experience, SHAPE our business to perform and NURTURE our great people and relationships.

Facilities Management

Our year has been one of recovery. As the demands of our customers, tenants and passengers have grown, we have flexed up to meet their expectations.

This has included the ramping up of contracts such as cleaning, baggage handling system, security, passenger boarding bridges and landside garden maintenance to ensure our airport is presented at a high level and compliance is maintained.

We have continued to work closely with our contractors to rebuild support for our operations and meet customer service levels in line with growing demand.

As activity has increased, so has the level of maintenance we undertake to ensure continued serviceability and availability of our assets. We proactively manage asset performance and seek to mitigate identified operational risks to continue to deliver a seamless experience for all those passing through our airport.

Behind the scenes, we are investing in the support systems to optimise our asset efficiency and further improve proactive maintenance of our assets, to reduce failures or outages which may impact customer experience through enhancements, increased integration and functionality upgrades to our maintenance management systems. All critical assets now have their own individual asset management plans to better inform us on their requirements over the entire life cycle.

Our People

Adelaide Airport's strong rebound post-COVID has presented an unprecedented challenge to build our workforce at a time of tight labour markets and historically low unemployment. As at 30 June 2023, we were close to our pre-COVID workforce levels and will easily exceed that number in the next financial year.

We continue our strong focus on attracting and retaining great people, welcoming 54 new people to our team in 2022/23. Maintaining a strong employee value proposition means we continue to attract excellent new talent, aided by the ongoing strength of our brand.

Leadership development

Our Emerging Leaders program is a development program for our team who demonstrate leadership qualities and a genuine desire to lead people. The program provides an exciting opportunity for selected team members who are recognised as being future and/or potential leaders within our business to develop their leadership skills within our work environment.

The program provides participants with the opportunity to enhance their current skills with a focus on self-awareness, leading and influencing others and improving relationships. Leadership is explored from a range of perspectives, including their own and those program participants work with, increasing their awareness of leadership methodologies and their impact as an emerging leader.

Our Six Pillars of Leadership is an organisation wide view of the leadership competencies required at the differing levels of the business Our strategic objectives, as well as Our Values, have informed the development of Our Six Pillars of Leadership. This approach is focused on mobilising leadership at all levels in the organisation, not just relying on leadership from the top. It is about engaging and skilling the many rather than the few in leadership activity.

The Six Pillars of Leadership from which the Leadership Essential Actions and Key Behaviours have subsequently been defined are:

- Drives Strategy
- Shapes Commercial Success
- Creates the Future
- Leads with Courage
- Engages People
- Develops People

These two leadership programs are delivered for us by the South Australian-based Centre for People and Culture.

Diversity Council of Australia

This year we participated in the Diversity Council of Australia's Inclusive Employer Index. Participation in this index provided important data points on the diversity of our workforce across a number of measures as well as our people's experiences of workplace inclusion and exclusion and the impact of workplace inclusion on our business and team member outcomes.

Importantly, this was the first time Adelaide Airport has participated in this program and we were proud to achieve the Diversity Council of Australia's Inclusive Employer benchmarks.

Employee wellbeing

We have continued to partner with South Australian-based Healthy Minds program as an element of both our training and wellbeing programs.

To gain important insights into the wellbeing of our team this year we participated in the Healthy Minds Wellbeing Index. This index measures wellbeing outcomes in the areas of biological needs and bodily health, exercise, psychological skills, fun interests and social life, values meaning and purpose, and primary relationships. An overall index score, which can be used to benchmark and compare against industry data, has helped us to understand the wellbeing strengths of our workforce and inform how we tailor our wellbeing program to the needs of our team.

Workforce planning

In order to ensure alignment between our workforce capabilities and our strategic plan, we have completed a significant workforce planning exercise with a delivery horizon over the next two years.

With key consideration to the future talent needs of our business, the completed workforce plan responds to four key drivers of growth:

- Effectively supporting the return to full capacity and ongoing growth of our BAU operations. This driver accounts for the majority of growth and is comprised of aviation operations roles in the terminal and airfield, customer service roles, aviation security, and roles across our finance, property and facilities teams;

- Enhancing the capability and resilience of the organisation. The majority of roles in this area will help us achieve a step change in our IT operations and data capabilities. New roles in procurement, learning and development and operations planning are also included in this section of the plan;

- Delivery of our capital investment plan; and

- New organisational ventures. Roles in this section of the workforce plan will support new opportunities in our digital ecommerce business and enhancements to our range of airport car parking products.

The majority of the new roles within our workforce plan enter the business in the first half of 2023/24 and are being supported by a robust recruitment and on-boarding plan that will positively welcome new employees into Adelaide Airport's strong culture. By the end of FY25 we are forecast to be home to approximately 245 employees.

Work Health & Safety

Our Work Health & Safety program is underpinned by a robust WHS policy and framework, which promotes a continuous improvement approach to the management of health and safety.

Regular WHS reporting with emphasis on safety initiatives ensures relevant information is communicated to staff via monthly reports, WHS bulletins and our WHS Committee. Enhanced reporting includes benchmarking and providing a performance-based oversight of our WHS management activities.

We recently undertook our third annual organisation-wide safety culture survey to assess the level of maturity of Adelaide Airport's safety culture, and how this and the work environment impact our safety performance. Feedback is also used to generate a continuous improvement cycle of targeted WHS enhancements. Pleasingly, our safety culture index further improved over the last year.

The survey will continue to be conducted on an annual basis in support of our continuous improvement approach to health and safety.

In October 2022, Adelaide Airport held a number of activities for Airport Safety Week, with the theme 'Lifting the Lid on Safety'. A packed program of activities covered a range of aviation safety and well-being related activities. We also participated in national activities led by the Australian Airports Association.

Our Total Recordable Injury Frequency Rate (TRIFR) for 2022/23 is tracking below the rolling five-year average as at 30 June 23. There were no major incidents and no notifiable incidents.

All WHS incidents are analysed to determine emerging trends, the outcomes of which are communicated via toolbox talks, the WHS Committee, team meetings, hazard alerts and captured in our safety bulletins, assuring continued education and prevention of future incidents.

Comprehensive half-yearly risk reporting is provided to the Board's Audit and Compliance Committee, with an annual focus on WHS. There is a continuous focus on leading indicators such as hazard inspections, audits, system reviews, WHS planning, consultation mechanisms and reporting, as well as training for staff. Our Board also directly participates in an annual safety walk as part of its WHS oversight.

Employee Incident Frequency Rates

Lost Time Injury Frequency Rate (LTIFR)

LTIFR - AAL 5yr Average

Total Recordable Injury Frequency Rate (TRIFR)

TRIFR - AAL 5yr Average

Medical Treatment Injury Frequency Rate (MTIFR)

MTIFR - AAL 5yr Average
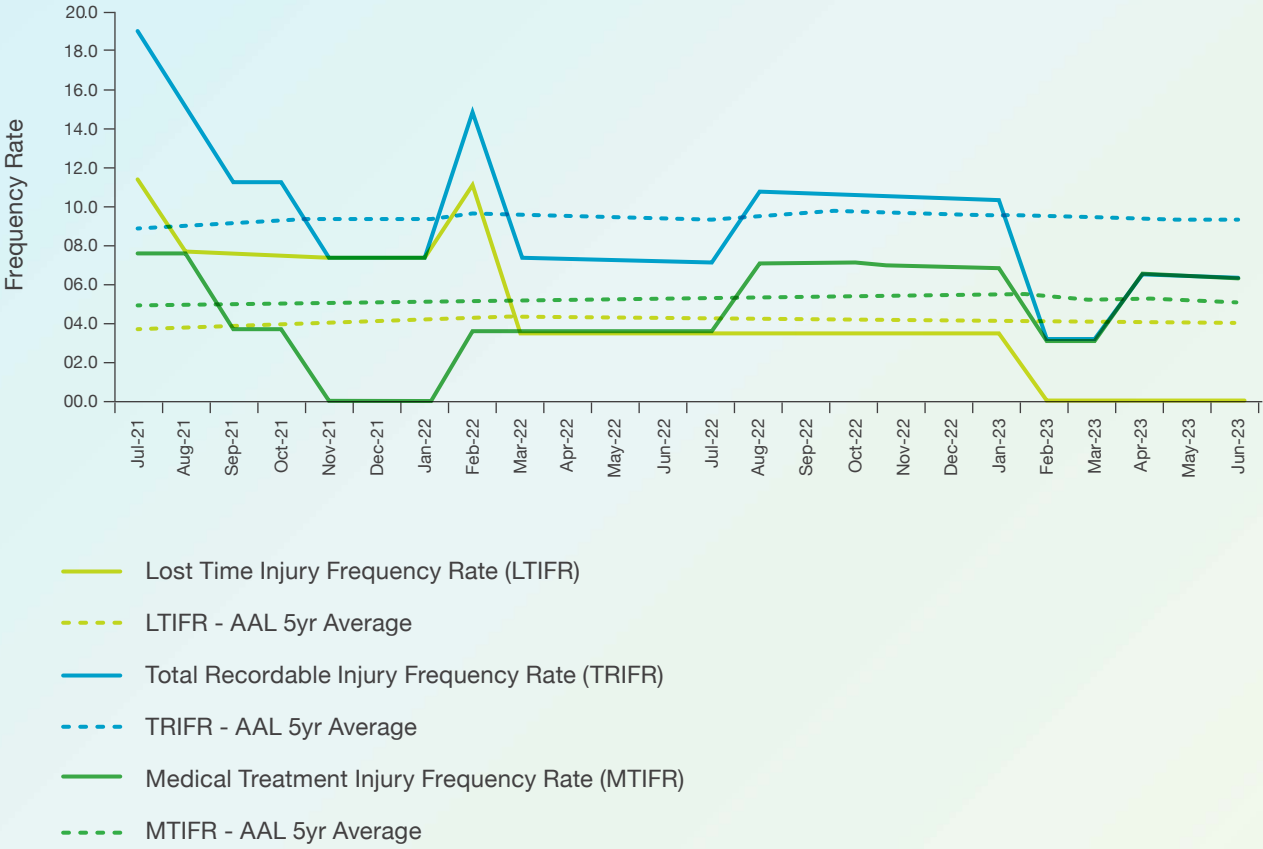
Workplace incident breakdown

Event Type Breakdown	FY23
Injury / Illness / First Aid (AAL Staff)	11
Environmental Spill	17
Hazard	44
Near Miss	40
Injury, Illness / First Aid (Contractor)	5

Our Community

Adelaide Airport remains committed to supporting our stakeholders through community and public engagement, government consultation and industry representation.

We hold regular scheduled committee meetings such as the quarterly Consultative Committees, Planning Coordination Forums (PCFs) and Technical Working Groups (TWG) with consistent attendance and successful outcomes.

Both Adelaide and Parafield airports are embedded within multiple local community groups and complement community engagement by forging partnerships with local organisations, and through sponsorship and community investment programs.

Community aviation consultation groups

One of our key means of engaging with the community is through our Community Aviation Consultation Groups (CACGs).

The Adelaide Airport Consultative Committee (AACC) is chaired independently and provides a forum for the free exchange of views on airport issues such as noise, environmental issues, future land development, airport facilities, aviation services and any other important issues that may arise. The Parafield Airport Consultative Committee (PACC), also chaired independently, serves a similar function to the AACC by providing an advisory forum for members to discuss their views on issues that might be affecting the airport.

Attendees at the committee meetings come from a range of stakeholders including Airservices Australia, resident associations, industry associations, airlines and consistent senior representation from all levels of government and key government departments.

Each of the AACC and PACC is supported by a Technical Working Group which provides an opportunity for key stakeholders to discuss operational and technical matters prior to referral to the consultative committee. The Technical Working Groups also assist the CACGs by completing specific tasks on request and reporting back to the relevant CACG where appropriate.

It was noted the Adelaide and Parafield Airport stakeholder consultation model is being held in high regard and demonstrates a strong commitment to support stakeholders and facilitate constructive and open discussion of airport operations and their impacts on nearby communities. Recent activity includes:

- An updated Terms of Reference rolled out in 2023 to change the way meeting minutes are distributed to the public via the Adelaide and Parafield Airport websites; and
- Providing information and addressing community feedback on a number of on-airport developments which may have community impacts.

Planning Coordination Forum

A shared Planning Coordination Forum (PCF) subcommittee reports separately to the AACC and the PACC.

It is responsible for regular and strategic engagement with all levels of government. Discussions typically revolve around airport planning and operations, and on the implications of development in the surrounding areas at both airports.

Other community groups

Adelaide Airport is active in community engagement in the environment area, and is a supporter of the Friends of Patawalonga Creek and Regional Climate Adaption Groups.

We have also established a Wildlife Hazard Group, engaging with businesses and local councils surrounding the airport to combat the prevalence of bird strikes at Adelaide Airport.

Other activities include:

- 'In-kind' work with Flinders University to investigate potential habitat for the pygmy blue tongue lizard at Parafield Airport; and
- Ongoing work with Friends of Patawalonga Creek, who in February were granted affiliate membership to the Friends of Parks South Australia. Friends of Parks Inc. is the independent state body established to protect and represent the interests of the many individual Friends of Parks groups and affiliated groups in South Australia.

Further activities included:

- Completion of an IFM grant funding project with Landcare Australia in 2022, known as the 'Willa Willa Community Streamside Habitat Improvement Project'. Works were a success and complement the existing plantings along Brownhill Creek, providing in-fill and increased density of coverage. Plantings have benefited from the above average and extended wet conditions well into November 2022, as can be seen along the south-eastern boundary of Adelaide Airport;

- Successful application with the 2023 IFM community grants program with Trees for Life, providing native revelation and revitalisation to areas of land in West Beach. Works will be undertaken late 2023 and early 2024; and
- Commencement of Adelaide Airport's 'reflect' Reconciliation Action Plan and preliminary meetings with indigenous stakeholders.
- Local companies, residents and businesses will also be engaged to help revegetate the site through community planting events.

Adelaide and Parafield airports provide regular presentations to community groups upon request. In 2022/23 this included:

- Rotary Club of West Lakes
- Plympton Neighbourhood Watch Group
- West Lakes Shore Probus Club
- Ongoing community engagement with Netley Residents Group

Both airports have also been active in the business community including:

- Panellist for the Property Council luncheon speaking on property developments at Adelaide and Parafield airports;
- Participation at the National Airports Safeguarding Advisory Group with Commonwealth and state officials;
- Attendance at the Adelaide Development Economic Agency Business Summit;
- Tourism and Transport Forum Policy Panel;
- Panellist for the South Australian Future Fuels Conference; and
- Panellist for the South Australian Investment Conference. • Panellist at the Adelaide Economic Development Agency Data4Brunch event
- Principal partner, facilitator and attendance at the CEDA State of the State luncheon
- Speaker at the AmCham Global Leadership Academy
- Keynote speaker at the SA Major Projects Conference 2023
- Wide-ranging stakeholder consultation on the Parafield Airport Master Plan

Community outcomes

A number of outcomes have been achieved through the Committees including but not limited to:

- Dissemination of quarterly passenger movement data and notification of new services;
- Adelaide and Parafield airports volunteering with six other Australian airports to be part of the inaugural Australian Government's PFAS (Per- and Poly-Fluoroalkyl Substances) Investigation Program. The aim of the PFAS Investigation Program is to identify the nature, extent and magnitude of PFAS contamination (resulting from the Commonwealth's previous use of PFAS containing foam in firefighting activities) at each airport and ensure appropriate management plans are in place to manage any identified risks;
- The Commonwealth Government's Preliminary Site Investigation Pilot Program completed in early 2023, with further works to commence at Adelaide and Parafield airports in late 2023. Adelaide Airport also continues to undertake its own investigations into the impacts of PFAS, as well as collaboration with key stakeholders such as Airservices Australia;
- Updates on the relocation of the Vickers Vimy aircraft to the main terminal building at Adelaide Airport;
- Tabling of Airservices flight data displaying flights that overfly the Buckland Park area (100 per day) resulting in the request to inform residential buyers in a form similar to the letter the City of Salisbury produces;
- Addressing neighbouring community concerns around the use of emergency services helicopter flights;
- Corporate Clean up Australia Day Event 2023, cleaning up waste and hard rubbish

in community areas around Adelaide Airport including West Richmond and Novar Gardens;

- Foodbank Christmas hamper volunteering day 2022;
- Commencement of the acoustic attenuation upgrades (noise wall) adjacent new airport development in Netley;
- Letterbox drops for neighbouring communities to inform of all upcoming development works adjacent community areas, including Netley and West Beach; and
- Ongoing liaison between Community Groups and infrastructure providers such as local councils and SA Water regarding maintenance of community infrastructure. This achieves a positive community outcome by providing a forum for concerns to be heard and expediting action to resolve issues, particularly within the drainage networks surround Adelaide Airport.

Partnering with the community

Adelaide Airport is committed to making a positive and lasting impact on the community in which we operate.

Our Community Investment Strategy is designed to ensure our investment enhances community benefit, employee engagement and complements our corporate and business goals. We take a partnership approach to community investment, aligning our values, skills and expertise with the issues affecting the community. We look to partner with organisations, that have long term sustainable programs, where we can measure the social impact of our investment.

This year we have supported organisations that focus on our three key community investment pillars:

Creating a vibrant city

Through our strategic partnerships with organisations like the Adelaide Festival, the Adelaide Fringe and the South Australian Tourism Commission's calendar of major events, we help to create vibrancy of state, driving tourism to South Australia. We mirror this vibrancy in the terminal through our activations to promote these events and ensure a positive brand experience for our customers.

Improving social inclusion

Adelaide Airport looks to partner with organisations that improve the capacity for vulnerable and disadvantaged people to participate economically and socially and to manage life transitions through targeted support services and community capability building initiatives. This year we have continued with our long-term relationship with Foodbank, while also adding a new partner, Youth Opportunities, to our stable.

Staff-led charitable donations

Each year our staff nominate which charity they would like to support and then a list is compiled on which staff can vote. This year our staff have chosen Kickstart for Kids, a not-for-profit organisation helping disadvantaged South Australian school children achieve positive educational outcomes and increased self-esteem through school breakfast and lunch programs.

Foodbank

Foodbank is the leading food relief organisation in Australia dedicated to providing food and essential grocery items to individuals, schools, and charitable organisations to assist those facing food insecurity.

Over the past year, the number of people and families experiencing food insecurity has increased due to the escalating cost of living. The rental and housing crisis has placed additional strain on struggling families, forcing some to reside in vehicles, hotels, motels, and caravan parks.

Unfortunately, this often means limited or no access to cooking facilities, making it challenging for them to prepare meals for themselves and their families.

This year we have supported the Foodbank Bedford project, which has played a vital role by processing food donations into nutritious meals that are then snap frozen and distributed through the Foodbank Food Hubs to those in need.

With funding from Adelaide Airport, Foodbank has been able to create and distribute up to 60,000 subsidised nutritious meals. This significant contribution has made a tremendous impact, ensuring numerous South Australian families do not have to worry about where their next warm meal will come from.

In partnering with Bedford, the second-largest employer of people with disability in Australia, we are also helping those living with a disability or social disadvantage to develop new skills in a recognised training facility and create future employment opportunities.

Youth Opportunities

This year we partnered with Youth Opportunities for the first time. Youth Opportunities deliver leadership programs and wraparound services to put young people in positive control of their own lives, equipping them with the enterprise skills they need for the future, and developing their wellbeing and resilience to be prepared for any challenges they may face.

Adelaide Airport funded 16 Year 10 students to complete Youth Opportunities' Elevate Personal Leadership Program at Woodville High School in Term 2 of 2023.

Utilising tools and individual coaching provided these young people are taking more personal responsibility for themselves, experiencing improved relationships with peers, teachers and family, demonstrating a clear direction for their future, and are equipped with skills and motivation to achieve their goals.

The students that completed the Elevate program at Woodville High School in Term 2 were each awarded 20 SACE points – which goes a long way to ensuring that each of our students will successfully complete their Year 12 certificate.

In addition to sponsoring Woodville's 10-week Elevate program, Adelaide Airport have funded two scholarships for marginalised youth facing barriers to their education and career goals. One of these scholarships was awarded in Semester 1 of 2023, to a student seeking support with the purchase of a laptop in order to assist in her studies so that she can achieve an ATAR, with her ultimate goal of becoming a nurse.

At the end of each Elevate program, we seek feedback from the students, their families and their teachers. Here are some comments from those connected to Woodville's Term 2 program:

Student quote: "My proudest moment in Youth Opportunities' is when I was able to look back on what I have achieved and fought for during the program and think 'I've done it. I've done what I wanted to do.' I can now be positive when things aren't looking great."

Student quote: "Youth Opportunities program helped me gain confidence and encouraged me to speak up and engage in conversations with unfamiliar people. It also helped me improve my overall productivity."

Student quote: "I'm definitely not the person that I was before the program, and I feel like it has helped me in seeing why and how school is so important."

Parent quote: "Since doing the Youth Opportunities program there have been more positive interactions at home."

Parent quote: "His self-image has completely changed for the better since completing the program."

Teacher quote: "The program provides young people with a voice and agency, as well as the skills and dispositions to become the best version of themselves."

Teacher quote: "For me, I've noticed a desire to do better within their schooling and recognise their potential and how they communicate with others and the impact of that communication."

Industry Participation

Adelaide Airport is a key player in the aviation industry, serving as a vital gateway to South Australia and contributing significantly to the region's economic growth and connectivity.

We actively participate in industry associations and forums, advocating for policies and initiatives that foster growth and sustainability within the aviation sector. This participation involves collaboration and partnership with various industry bodies at international, national, and local levels.

International

Our executives are active participants in the Airports Council International:

- ACI Regional Airport Security Committee (Vice Chair)
- ACI World Security Standing Committee
- ACI – Global IT Steering Group
- ACI – ACRIS (data sharing group)

National

Adelaide Airport's collaboration with national industry bodies demonstrates our commitment to the collective growth of the aviation industry in Australia. Our team plays an active role in key Australian Airports Association (AAA) committees:

- Australian Airports Association (Chair and Director)
- AAA Major Airports Corporate Affairs Group
- AAA Emergency Management forum and Major Airport Security Committee
- AAA Emerging Airport Leaders Committee
- AAA Major Airports Statutory Planning Committee
- AAA SA Division (Chair)

In addition, Adelaide Airport has purposefully chosen to become a member of organisations that offer valuable support in influencing key policymakers and regulatory matters. These organisations encompass the South Australian Freight Council, the Committee for Economic Development of Australia (CEDA), and the Property Council. Other groups worth noting are:

- Association of Corporate Counsel SA Division
- CISC (Security regulator national forums and working groups)
- CASA V-TOL working group
- Critical infrastructure facilities management forum
- National Passenger Facilitation Committee

Local

Both Adelaide and Parafield airports continue to successfully engage and work closely with local councils on a range of local issues.

09 Parafield Airport
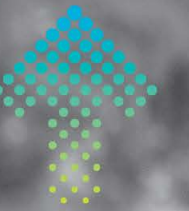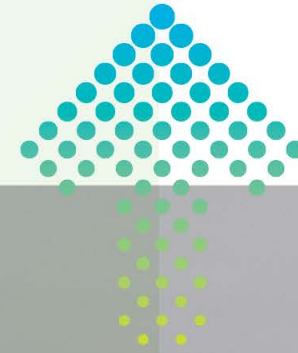
Parafield Airport Limited is a wholly owned subsidiary of Adelaide Airport Limited. It operates Parafield Airport, South Australia's principal general aviation aerodrome and world-class training airport. The airport is home to eight aviation training companies and is a growing business and retail hub for Adelaide's northern suburbs.

We have a clear vision to develop Parafield Airport as an aviation training centre of excellence and a vibrant economic hub, recognised for our positive influence on the community and the economy.

The Parafield Airport team has again demonstrated its versatility and resilience in managing operations despite curtailed resourcing and significant external challenges.

Flight training

Our largest flight training provider, Flight Training Adelaide (FTA), is now back to 100 per cent capacity with most of its airline partners returning for commercial pilot training. All flight training providers have reported increased interest in private training.

Property

Our property portfolio is benefiting from favourable market conditions, due in part to the scarcity of commercial land to the north of the city combined with increased land values.

We have benefitted from increased market activity and enquiry for developable land with good connections to major arterial routes. This is particularly noticeable for land suitable for industrial development where demand for new warehouse facilities driven by the growth of online sales has been significant.

The District Outlet Centre developed by Devwest within the airport's Commercial Precinct opened on 1 July 2023 offering 55 iconic national and international brands as well as extensive food and beverage options. The new Parafield Retail Hub to the South of the Kesters Road intersection commenced trading in June 2023, while a new childcare centre will be constructed at the airport to meet the ever-growing need for childcare services in the northern suburbs.

We continue to investigate on-ariport development options including our land bank along the southern boundary adjacent Mawson Lakes, which offers potential for a new enterprise precinct.

Working with the community

Parafield Airport is aware of the impact aviation-related activities - and particularly noise generated by these activities, can have on the local community.

We have a broad range of programs in place to address aircraft noise around the airport. This includes working with stakeholders to observe fly-friendly arrangements, engaging with the local community, working with all levels of government, consulting with training schools and Airservices Australia, and investing in airport infrastructure that supports quieter aircraft and operating methods.

Parafield Airport is in the process of delivering its next Master Plan due in early 2024. This involves significant stakeholder consultation to provide the best outcomes for both our on-airport businesses and our neighbouring communities.

We continue to have a strong community engagement focus supporting the local Parafield community through strategic partnerships with local organisations. This includes the North City Panthers Football Club and the combined Parafield & Salisbury Rotary Clubs' Northern Business Breakfast series.

Parafield Airport has also entered into a number of community leases to incorporated organisations including Rotary Club of Salisbury, SA Marine Corps Cadets, Australian Air League and most recently Men's Shed Parafield.

10 Risk & Governance

Adelaide Airport has a multi-layered risk governance structure in place which facilitates fluid risk reporting and transparency. The Board and management team are committed to achieving the highest standards of corporate governance oversight.

The Board, through the Audit and Compliance Committee, is responsible for ensuring there are adequate policies in relation to risk management, compliance, and internal control systems, and receives comprehensive half-yearly risk updates in addition to routine reports, addressing areas of significant or emerging risk.

Management, via the Risk Management Committee and the Risk Working Group, are committed to ensuring the Board can meet those responsibilities. Risk and compliance management maturity at the operational level is fostered via the Risk Working Group. It provides a forum for the transparent reporting of risk, compliance and incident information between the Risk Management Committee, our Risk lead manager, and risk owners.

Risk Management Framework

Adelaide Airport's risk management program takes a holistic enterprise approach and is designed to ensure that all risks (strategic, corporate, operational and project), are identified, assessed, effectively managed and monitored in accordance with the Enterprise Risk Management Framework.

The Framework, aligned with AS ISO31000:2018 provides users with a reference to assist in the identification, assessment, management and reporting of all risk types in accordance with our Risk Management Policy. It also outlines the methodology to assess the level of assurance against controls in place to manage all risk types.

Risk appetite

Over the last 12 months, Adelaide Airport has enhanced its risk appetite statement by defining risk appetite across nine key risk areas. This provides our team with guidance across the categories of risk that can be used to guide decision making, specifically related to risk acceptance and treatment requirements in accordance with our risk management processes and activities.

Assurance

The Enterprise Risk Management Framework is underpinned by a robust assurance program.

The Internal Audit Plan continues to take a risk management approach to audit planning across all business functions. It is developed by taking into consideration Audit and Compliance Committee input, our corporate and strategic risks, the Strategic Plan, executive and management input, assurance activity, emerging risks, and statutory and regulatory matters.

Our risk maturity is tracked against an Enterprise Risk Management Maturity continuum. As our risk maturity has evolved, there has been increased emphasis on embedded risk assurance. Over the last 12 months assurance reviews have focussed on oversight of critical controls against our major risks.

Compliance

Adelaide Airport's Compliance Management Policy and Framework align to the Australian Standard AS ISO 19600:2015 Compliance Management Systems. The policy and framework capture both compliance requirements (such as laws, regulations, licences) and commitments (such as the airport head leases, voluntary principles and codes) in a holistic register. Compliance requirements and commitments are risk-assessed with compliance plans established for higher areas of compliance risk.

Resilience

This year Adelaide Airport commenced a review of all crisis, emergency and incident response documentation in order to ensure alignment, best practice and simplicity of use. The framework takes an all-hazards approach, aligned to our stance as an operator of critical infrastructure and is designed to be flexible to cater for any threat to the business.

Modern slavery

Adelaide Airport is committed to combatting Modern Slavery practices in its supply chains and its business operations and promoting practices to identify and reduce the risk of such practices when working within its local and international communities. Our annual Modern Slavery statement underpins this approach.

Our Approach to Tax

AAL is committed to its core value of integrity that includes complying with all relevant tax laws, rulings and regulations and to maintaining a transparent and proactive relationship with tax authorities. AAL has controls in place to ensure it pays the right amount of tax.
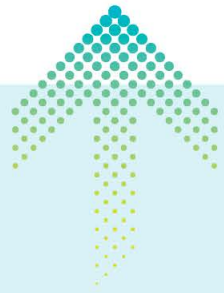
The Audit Committee has approved a Tax Risk Management and Governance Framework (the Framework) that defines Management Team roles, responsibilities and escalation protocols. It also guides management on how to appropriately identify, analyse, mitigate and report tax risks. AAL continually monitor the Framework, ensuring best practices are adopted and addressing regulatory developments.

Material Risks

| Category	Risk description	Risk mitigants or controls
Financial	Ability to withstand a loss of income as a result of a sudden change in trading or operating conditions.	Diversification of revenue streams continues to be a focus of Adelaide Airport. This includes progressing development ready precincts such as the Airport East Air Freight and Logistics precinct. Adelaide Airport is also continuing to manage the recovery of its domestic and international network. Our Business Development Strategy takes a near, medium and longer term approach to capacity growth, service reinstatement, international network recovery and connection to new unserved international markets upon international borders opening.
	Unfavourable change in economic conditions impact trading performance or ability to refinance.	Ongoing capital management planning including robust capital structure in place with revolving bank debt facilities to support capex and working capital funding requirements. Adelaide Airport maintains a diversified debt maturity profile to ensure no concentration risk in any one year which could increase refinancing risk. Ensures mix of debt sources to reduce reliance on any one market, noting Adelaide Airport's comfort with a higher proportion of USPP debt given the long date maturities
Climate Change / Sustainability	Impacts on Adelaide Airport operations (directly and indirectly) associated with climate change including managing strategic impact, planning for physical impact and managing societal/corporate expectations including flight shaming and regulatory demand/supply intervention.	Adelaide Airport has continued to focus on climate change and sustainability initiatives to ensure we are mitigating the risks and maximising the opportunities. A comprehensive review of our climate related risks and opportunities, and associated actions was undertaken in 2023 and continues to be tracked and reviewed in line with our enterprise risk management system. To accelerate progress on sustainability initiatives a Sustainability Governance and Reporting structure has been established with input from multiple areas of operation. A Decarbonisation Strategy is currently being developed and work has commenced to plan for any additional reporting requirements out of the ISSB.
Organisational Resilience	Ability to anticipate and/or apply future technology innovations in response to aviation industry and/or customer expectations.	Adelaide Airport's Digital Business Vision and Priorities identifies opportunities to progress advances in data and related computing innovations.

Category	Risk description	Risk mitigants or controls
	Rise in the intensity and sophistication of cyber-attacks.	Adelaide Airport has robust systems and defences in place to ensure this risk is appropriately managed, including: - Cyber Response Planning and exercises; - External cyber threat monitoring; detection and support including endpoint detection and response solutions; - A managed Security Operations Centre; - Ongoing threat and vulnerability assessments; - Adherence to NIST Cybersecurity Framework and Australian Signals Directorate's 'Essential Eight' mitigation strategies; - Ongoing staff training and awareness campaigns; and - Broader vulnerability assessment taking third party risk and mitigation strategies into consideration.
	Crisis management and business continuity risk.	Adelaide Airport has in place a comprehensive Resilience Framework. This cohesive strategy brings together plans and processes to deal with disruption taking an "all hazards" approach. Resilience plans are underpinned by a robust review and exercising framework ensuring a range of scenarios are tested against response and recovery strategies.
	Ensure that an appropriately skilled workforce is maintained to support execution of Adelaide Airport's strategy.	Recruitment activity continues to demonstrate continued confidence in its employer brand. Ongoing enhancement of Adelaide Airport's Training Framework and training needs analysis activity continues. A long-term workforce plan is in place to ensure resourcing is focussed on adaptability as well as process improvement and business transformation activities in line with our Strategic Plan.
Airport Operational Resilience	Operational disruption associated with risks relating to aeronautical incidents, infrastructure failure or security events.	Airport Emergency Plan exercising (field and desktop) is undertaken using an all-agencies approach. Airport emergency governance is in place via the Airport Emergency Committee. There remained a continued emphasis on 'ramp-up' risk across our operations and the wider airport community to ensure a continued focus on the identification and management of aviation hazards in accordance with Adelaide Airport's Safety Management System. We maintain a robust infrastructure inspection regime including critical infrastructure asset management and ongoing preventative maintenance programs. Adelaide Airport has in place a comprehensive wildlife hazard management program. Ongoing consultation continued with airport partners via various forums and monitoring and reporting of our Safety Management System via comprehensive scorecard and KPIs. Adelaide Airport has in place a comprehensive Aviation Security Program in accordance with the Transport Security Program which includes ongoing Cyber and Infrastructure Security Centre (CISC) and quality assurance activity.

Category	Risk description	Risk mitigants or controls
Safety & Compliance	Risk of injury	Adelaide Airport has in place a WHS Maturity Framework which is underpinned by our Safety Culture measurement. We are committed to establishing and monitoring measurable WHS objectives and targets to ensure continuous improvement aimed at the elimination of work-related injury and illness. A comprehensive scorecard comprised of leading and lagging indicators is monitored and reported on, on a monthly basis. Our WHS program is underpinned by our WHS Policy and Framework, which promotes a continuous improvement approach and staff consultation via the WHS Committee and ongoing WHS work programs. The WHS Framework is aligned to the International Standard ISO 45001 and promotes a best-in-class program adopted as part of ongoing operational activity. Regular WHS reporting is in place with an emphasis on safety initiatives, assurance activity and COVID-19 health and safety controls.
	Regulatory compliance	Adelaide Airport has in place a comprehensive framework and maturity model aligned to AS ISO 19600:2015 Compliance Management Systems. A Compliance Requirements and Commitments Register assesses all compliance requirements and Adelaide Airport has committed to developing compliance plans for areas of high risk. Ongoing legislative monitoring continues to take place to ensure any new compliance requirements are identified and managed.
Environment	PFAS	Adelaide Airport continues to work closely with Airservices Australia, State and Federal Environment Protection and Health Authorities in the management of PFAS management and public consultation. Human Health and Ecological Risk Assessments have been finalised for both Adelaide and Parafield Airport concluding that PFAS risk to human health and ecology is low. PFAS monitoring and investigations in accordance with Adelaide Airport's PFAS Management Framework remain ongoing.
Brand & Reputation	Customer experience	Adelaide Airport has a range of controls in place to ensure it presents an easy, seamless and connected customer experience. Our ambassador program continues, providing customers with an invaluable information source. The customer feedback system remains in place as a valuable way to implement a continuous improvement process for the customer experience in our terminal.

Adelaide Airport participates in the Airports Council International Voice of the Customer program (AS) measure passenger satisfaction through surveying to help identify solutions to enhance customer experience and improve service offerings.

During high-demand periods, the Customer Care team, consisting of office-based staff, is mobilised to provide assistance on the front lines. |

11 Governance
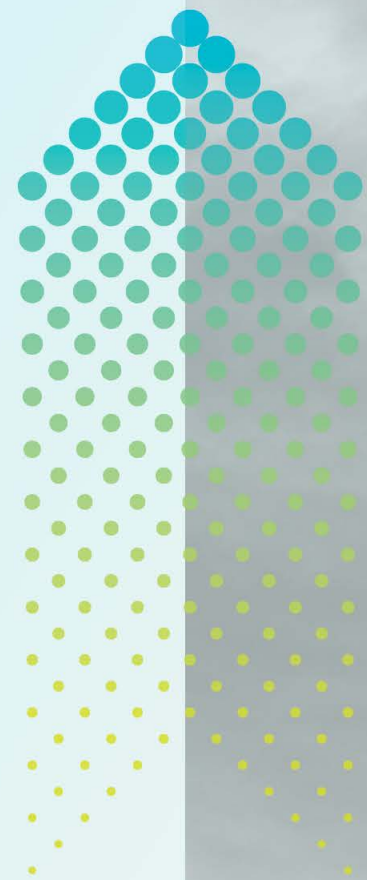
Company Structure

Adelaide Airport Limited is a privately owned, unlisted South Australian company and is comprised of five entities. All group entities have a common board and board meetings are held contemporaneously.

Adelaide Airport

Parafield Airport Limited	Adelaide Airport Management Limited	New Terminal Financing Company Pty Ltd	New Terminal Construction Company Pty Ltd

Adelaide Airport Vickers Vimy Exhibition Limited
(charitable organisation)

Adelaide Airport Limited (AAL) is the main operating entity holding the lease rights to manage and operate Adelaide Airport. Adelaide Airport Management Limited is responsible for the employment of all AAL group staff.

Parafield Airport Limited holds the lease rights to manage and operate Parafield Airport.

New Terminal Financing Company Pty Ltd is the AAL group financing vehicle and issues the group's external debt.

New Terminal Construction Company Pty Ltd was the construction company responsible for the original construction of Terminal 1 and holds the Redeemable Preference Shares.

Adelaide Airport Vickers Vimy Exhibition Limited is the sole member. Adelaide Airport Vickers Vimy Exhibition Limited receives and administers the State and Federal funding that has been secured to relocate the Vickers Vimy Historical Aircraft from its current location in a memorial building adjacent to the long-term car park, to a central location in the expanded Adelaide Airport terminal building.

On 12 July 2022, a share sale occurred between existing shareholders of Adelaide Airport Limited. Pre and post completion shareholding is shown below:

Shareholder	Pre-completion shareholding (%)	Post-completion shareholding (%)
UniSuper	49.0%	50.5%
First Seniter	15.3%	15.3%
IFM	12.8%	15.1%
Hostplus	19.5%	15.0%
Perron	3.4%	4.1%
Total	100.0%	100.0%

Our Directors

The following persons were Directors of Adelaide Airport Limited during the financial year and up to the date of this report.

Robert (Rob) Chapman

AssocDipBus, FAICD, FFSIA, Chair

Experience and expertise: Rob was appointed to the Board as Chair on 25 February 2014. Rob has enjoyed an extensive executive career within the financial services industry, having acted as both the Chief Executive Officer of St George Banking Group (2010 to 2012) and the Managing Director of BankSA (2002 to 2010). Prior to these roles Rob worked in Prudential Corporation, Colonial State Bank and the Commonwealth Bank across a variety of positions. Rob is a Fellow of the Australian Institute of Company Directors and Senior Fellow of the Financial Services Institute of Australasia and holds an Associate Diploma in Business from the South Australian Institute of Technology.

Other directorships and positions: Rob currently serves as a Director on a number of prominent South Australian Boards including: Barossa Infrastructure Ltd (Chair), Chapman Capital Partners (Chair), ZeroCo (Chair), Fusetec (Chairman), Coopers Brewery Limited (Director), EFA (Director), Ultra Golf Championships (Director), AFL Max (Director) and is the former Chair of BankSA and the Adelaide Football Club.

Special responsibilities: Chair of the Board, Member of the Audit & Compliance Committee, Member of the Property, People and Customer Committee, Member of the Infrastructure Committee, Member of the Remuneration Committee

Brenton Cox

LLM (Cantab), LLB (Hons), GDLP, B.Com. (Acc), B.Fin., Managing Director

Experience and expertise: Brenton has been Managing Director of Adelaide Airport since 10 December. He joined Adelaide Airport in 2013 and performed a number of Executive General Manager responsibilities. Brenton was previously an executive with Sydney Airport, Macquarie Airports in Sydney and Macquarie Capital in London where he had a particular focus on European Airports. He has also acted as a non-executive director of Sydney Airport and Hobart Airport. Brenton has a Master of Law from Cambridge University in the UK, a First Class Honours Degree in Law from Adelaide University as well as a Bachelor of Commerce (Accounting and Corporate Finance) and Bachelor of Finance from Adelaide University. Brenton is admitted to practise as a solicitor and barrister of the Supreme Court of South Australia and the High Court of Australia.

Other directorships and positions: Brenton is a Director of the Adelaide Festival, a Board member of Adelaide University Business School Advisory Board, a Director of Seymour College, and a Councillor of the Property Council of South Australia and Freight Council of South Australia.

Special responsibilities: Managing Director, Member of the Property, People and Customer Committee, Member of the Infrastructure Committee

Alan Wu

M.Com., CFA, GAICD, Director

Experience and expertise: Alan joined the Board on 23 February 2022 as a non-executive director nominated by Igneo Infrastructure Partners. Alan was previously an alternate director of Adelaide Airport since 30 March 2011. Alan is a Director, Infrastructure Investments, at Igneo Infrastructure Partners. Alan is responsible for the management of transport and utilities infrastructure assets and evaluation of new investment opportunities within the Infrastructure Investments team. Alan has been involved in the investment, management and divestment of infrastructure assets, as well as portfolio management since 2000. Alan was also actively involved in the establishment and growth of Igneo Infrastructure Partners flagship infrastructure funds in Australia.

Other directorships and positions: Alan currently serves as a director on a number of Boards including Brisbane Airport Corporation and coNEXA Infrastructure Partners. Alan has also previously served as a director of Bankstown and Camden Airports and International Parking Group.

Special responsibilities: Member of the Audit & Compliance Committee, Member of the Property, People and Customer Committee, Member of the Infrastructure Committee

James (Jay) Hogan

MBA, AFAMI, JP, Director

Experience and expertise: Jay was appointed on 29 July 2009 as a non-executive director nominated by Host-Plus Pty Ltd. He has over 40 years' experience in the property development and construction industry around Australia and overseas, across a broad range of property asset classes. He has occupied Chief Operating Officer roles with high profile national ASX listed companies including Jennings Group and Stockland.

Other directorships and positions: Jay is currently Chair of Mercure Kangaroo Island Lodge and Sevenhill Wines and is a major project consultant to Lendlease. Jay has been a member of numerous boards, joint ventures and Government Advisory Committees including the Natural Resource Council of Australia and Chair of the Urban and Regional Development Advisory Committee to Government. He was previously Chair of the Land Management Corporation, Chair of the South Australian Housing Trust, Chair of the Torrens Catchment Water Board, Deputy Chair of Homestart Finance and a Past President of the Urban Development Institute of Australia. In 1998 Jay was awarded Life Member of the Urban Development Institute of Australia in recognition of his contribution and services to the development industry and leadership in Urban Sustainability.

Special responsibilities: Chair of the Infrastructure Committee, Member of the Property, People and Customer Committee, Member of the Remuneration Committee

John Ward

B.Sc., FAICD, FCILT, FRAeS, Director

Experience and expertise: John joined the Board on 28 August 2002 as a non-executive director nominated by UniSuper Limited. He is a professional company director and corporate advisor specialising in governance and strategy development, particularly in transport, tourism, communications, infrastructure and technology focused industries. He retired as the General Manager Commercial of News Limited in 2001. Prior to joining News Limited in 1994 John was Managing Director and Chief Executive of Qantas Airways Limited, in which he spearheaded its acquisition of a merger with Australian Airlines and the group's subsequent privatisation. This culminated a 25-year career with the airline in a variety of corporate and line management roles covering Australia, Asia, Europe and North America.

Other directorships and positions: John is an Honorary Life Governor of the Research Foundation of Information Technology and Director of Brisbane Airport Corporation. He is the former Chairman of Wolseley Private Equity and is a seasoned and well credentialed non-executive director, having served, including as chairman, on the boards of many listed and unlisted public companies headquartered in both Australia and overseas. He has also held appointments on several government bodies in the fields of tourism, aviation, freight and economic regulation.

Special responsibilities: Chair of the Remuneration Committee, Member of the Audit & Compliance Committee, Member of the Property, People and Customer Committee, Member of the Infrastructure Committee

Lisa Brock

BSc (Hons), MAppFin, ACA, GAICD, Director

Experience and expertise: Lisa was appointed to the Board as an independent non-executive director on 25 May 2021. Lisa has over 20 years senior executive experience with Qantas across a broad range of roles including Executive Manager Qantas Freight, Chief Commercial Officer Jetstar and more recently as Executive Manager Commercial Airports and Procurement. Lisa has held a number of other aviation and freight board roles including for Jetstar Pacific, StarTrack Express and Australian Air Express.

Other directorships and positions: Lisa has a Masters of Applied Finance at Macquarie University, is a Chartered Accountant in England and Wales and holds a Honours Degree in Maths and Sport Science at the University of Birmingham. Lisa is a director of the Macquarie Technology Group.

Special responsibilities: Acting Chair of the Audit & Compliance Committee (appointed 30 May 2023), Member of the Property, People and Customer Committee, Member of the Infrastructure Committee

Michael Gorman

B.Sc. (Arch), B.Arch., MBA, AMP, Director

Experience and expertise: Michael was appointed on 5 December 2017 as a non-executive director nominated by UniSuper Ltd. Michael has experience in both real estate and public equity and debt markets. He has held roles as Chief Investment Officer and Deputy Chief Executive Officer of a significant Australian Real Estate Investment Trust. Michael's experience extends beyond the investment in real estate to the master planning, management and development of large public property assets, including shopping complexes, as well as monitoring the ongoing management of retail environments to optimise the customer experience. Michael holds a Bachelor of Science (Architecture) from the University of New South Wales, a Bachelor of Architecture awarded with First Class Honours and University Medal from the University of New South Wales, a Masters of Business Administration from the Australian Graduate School of Management and completed the Advanced Management Programme at INSEAD.

Other directorships and positions: Michael is a non-executive director of both Charter Hall Retail Management Limited and GPT Funds Management Limited. He is also a Fellow of the Australian Property Institute and the Royal Society of Arts.

Special responsibilities: Chair of the Property, People and Customer Committee, Member of the Infrastructure Committee, Member of the Remuneration Committee

Vivien Cheung

B.Com, B.Ec

Experience and expertise: Vivien Cheung was appointed on 30 August 2022 as a non-executive Director appointed by IFM Investors. Vivien brings considerable knowledge to the Board through her experience with IFM Investors' Infrastructure team. She has developed a strong reputation for her aviation infrastructure asset management expertise. Vivien's asset management responsibilities have included energy and utility assets, toll roads and major capital city airports across Australia, including more than six years' experience managing IFM Investors' investment in Adelaide Airport. Vivien holds a Bachelor of Commerce and Bachelor of Economics (finance and economics majors) at Monash University and brings strategic thinking, analytical decision making and a track record of industry advocacy to the role.

Special responsibilities: Member of the Property, People and Customer Committee, Member of the Infrastructure Committee
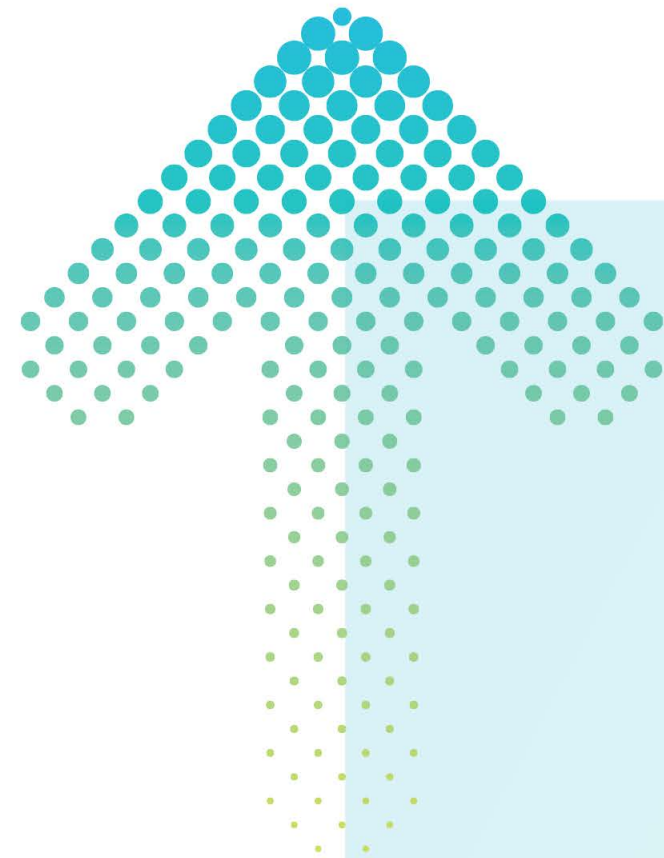
Alternate Directors

Kate McCawe

B.Com, CFA, Alternate Director

Experience and expertise: Kate was appointed as an alternate director to Alan Wu on 23 February 2022. Kate is an Associate Director at Igneo Infrastructure Partners and joined in December 2015. Kate previously held positions at Commonwealth Bank of Australia, CLSA and KPMG.

Other directorships and positions: Kate currently serves as a Director at Quantem and International Parking Group and an alternate Director at Brisbane Airport Corporation.

Kent Robbins

B.Bus. (Property), AAPI, GAICD, Alternate Director,

Experience and expertise: Kent was appointed as an alternate director to John Ward in March 2011, Jane Yuile in August 2016 and Michael Gorman in February 2018. Kent is the Head of Property for UniSuper which is Australia's only industry super fund dedicated to the higher education and research professionals. UniSuper has over 600,000 members and has over $120B in funds under management. Kent has in excess of 30 years' experience in the finance industry, predominantly in superannuation funds management. Kent joined UniSuper in November 2009, and is responsible for the Fund's $12.5B Property exposure. Kent is an Associate of the Australian Property Institute and Member of the Australian Institute of Company Directors.

Other directorships and positions: Kent is a current director of Plenary Health (Victorian Comprehensive Cancer Centre) and representative on numerous domestic property investment committees.

Company Secretaries

Alicia Bickmore

LLB (Hons), GDLP, B.BehavSc. (Psych), LLM (Applied Law), GAICD, Company Secretary

Experience and expertise: Alicia is Adelaide Airport's Executive General Manager - Corporate and General Counsel (appointed on 10 December 2021) and was appointed Company Secretary in February 2017 after joining Adelaide Airport in July 2015. Alicia was previously Legal Counsel for Viterra & Glencore Grain and a solicitor at Thomson Geer Lawyers. Alicia has a Bachelor of Laws and Legal Practice Honours and a Bachelor of Behavioural Science (Psychology) from Flinders University. Alicia has completed a Masters of Law (In House Practice) at the College of Law and is a graduate and member of the Australian Institute of Company Directors. Alicia is admitted to practise as a solicitor and barrister of the Supreme Court of South Australia and the High Court of Australia. Alicia was listed as a leading Australian In-House Property and Real Estate lawyer in the Doyle's Guide 2019.

Other directorships and positions: Alicia is a current committee member of the Adelaide Football Club Governance, Risk and Integrity Committee and a past president and current committee member of the Association of Corporate Counsel Australia (SA Division).

Sarah Westmoreland

CA, B.Com, Company Secretary

Experience and expertise: Sarah is Adelaide Airport's Head of Finance and was appointed Company Secretary in December 2021 after joining Adelaide Airport in December 2015. Prior to joining Adelaide Airport, Sarah held roles as Financial Controller at Santos Limited, RAA Insurance and Manager at PricewaterhouseCoopers. Sarah is a Chartered Accountant and holds a Bachelor of Commerce (Accounting and Corporate Finance) from the University of Adelaide.

Celebrating Jane Yuile

Jane passed away in May, but her spirit lives on in her culture of kindness, her energy and passion for South Australia and her zest for the numbers.

Jane was a member of our Board since 2016 and the Chair of our Audit and Compliance Committee. She played an integral role on our Board and amongst many of her achievements, helped support our company's finances and people through the pandemic. She will be remembered for many of her significant contributions to our company, but most importantly she had a deep care for our people and passion for our business and our state.

Jane epitomised a growth mindset with a bias to action – she will remain an inspiration to all of us. Our love is with her husband Ian, and children Libby and Peter.

Board Governance

Adelaide Airport Limited and the Board are committed to achieving and demonstrating the highest standards of corporate governance.

The relationship between the Board and senior management is critical to the Group's long term success. The Directors are responsible for the performance of the company in both the shorter and longer term and seek to balance sometimes competing objectives in the best interests of the Group as a whole. Their focus is to enhance the interests of shareholders and other key stakeholders and to ensure the Group is properly managed.

Day-to-day management of the Group's affairs and the implementation of the corporate strategy and policy initiatives are formally delegated by the Board to the Managing Director and senior executives as set out in the Group's delegations policy. These delegations are reviewed on an annual basis.

A description of the company's main corporate governance practices is set out below. All these practices, unless otherwise stated, were in place for the entire year.

Board Composition

In accordance with the Shareholders Agreement the Board comprises a minimum of 4 and a maximum of 9 Directors (inclusive of the Managing Director).

Each shareholder holding not less than 15% of the issued shares of the company is entitled to nominate one or more Directors depending on the total proportion of shares held to the shares on issue.

The Directors may appoint one of their number as Chair or an independent Chair who would become a Director if so appointed. The Chair is required to meet regularly with the Managing Director. The Board has the right to appoint Directors under the Company's Constitution.

The Board is required to undertake an annual Board performance review and consider the appropriate mix of skills required by the Board to maximise its effectiveness and its contribution to the Group.

Board Responsibilities

The responsibilities of the Board include:

- Providing strategic guidance to the company including contributing to the development of and approving the corporate strategy;
- Reviewing and approving business plans, the annual budget and financial plans including available resources and major capital expenditure initiatives within the financial limits set in the Shareholders Agreement;

Overseeing and monitoring:
- Organisational performance and the achievement of the Group's strategic goals and objectives, including those seeking to address material environmental, social and governance (ESG) impacts and sustainability matters.
- Compliance with the company's Code of Conduct
- Progress of major capital expenditures and other significant corporate projects including any acquisitions or divestments;
- Monitoring financial performance including approval of the annual and half-year financial reports and liaison with the company's auditors;
- Appointment, performance assessment and, if necessary, removal of the Managing Director;
- Ensuring there are effective management processes in place and approving major corporate initiatives;
- Enhancing and protecting the reputation of the organisation; and
- Overseeing the operation of the Group's system for compliance and risk management reporting to shareholders.

Board Members

Details of members of the Board, their experience, expertise, qualifications, term of office and independent status are set out in the Directors' report under the heading "Information on Directors".

Directors' independence

Directors are appointed by the Board (or by the Shareholders in general meeting if so required by the Shareholders) in accordance with the Shareholders Agreement by nomination of the shareholders, and provision has been made in that agreement for the Directors to appoint a Chair who is not one of their number who would as a consequence of that appointment become and be a Director. The Board has opted to appoint a Chair who is independent from the shareholders of the Company.

Non-Executive Directors

The non-executive Directors are able to meet in scheduled sessions without the presence of management (in-camera sessions), to discuss the operation of the Board and a range of matters. In-camera sessions are scheduled on a regular basis as part of the Board cycle of business. Relevant matters arising from these meetings are to be shared with the full Board.

Term of Office

Nominee Directors hold office at the discretion of the appointing shareholder. Other Directors are appointed on a term of three years.

It is recognised that lengthy service on the Board may impact on a Director's independence and therefore non-nominee Directors must retire from office no later than completion of four terms of office (12 years).

Chair

The Chair is responsible for leading the Board, ensuring Directors are properly briefed in all matters relevant to their role and responsibilities, facilitating Board discussions and managing the Board's relationship with the company's senior executives.

Managing Director

The Managing Director is responsible for developing and implementing Group strategies and policies.

Commitment

The Shareholders Agreement requires that the Board meets at least once in each quarter of the financial year. Current practice is to hold a minimum of 10 meetings per annum.

The number of meetings of the company's Board of Directors and of each Board committee held during each financial year and the number of meetings attended by each Director are set out in the Directors' report under the heading "Meetings of Directors'" in the annual statutory accounts for the Group.

Conflicts of Interests

The Directors shall comply with all of their obligations either at law or under the Corporations Act in relation to potential or actual conflicts of interest provided always that the other Directors (i.e. who do not have a conflict or material interest in the matter) shall be at liberty, subject to proper disclosure having been made, to resolve to permit the Director with the potential or actual conflict of interest to participate in discussions and voting on the matter giving rise to the conflict. In general terms the Directors shall deal with each matter of conflict on its merits.

Independent Professional Advice

The Directors, both individually or as a group, in furtherance of their duties, may seek and obtain independent legal and professional advice from external sources at the expense of the Company. Prior to seeking such advice, Directors will seek the approval of the Chair, such approval not to be unreasonably withheld. Each Director has the right of access to all relevant Company information. A Director also has the right to have access to all documents which have been presented to meetings of the Board whilst in office, or made available in relation to their position as Director after ceasing to be a Director.

Performance Assessment

The Board undertakes an annual assessment of its collective performance, the performance of the Chair and of its committees.

The Chair undertakes an annual assessment of the performance of individual Directors and meets privately with each Director to discuss their assessment.

A review of the Board's performance was undertaken during the reporting period in accordance with the process set out above.

Corporate Reporting

The Managing Director and CFO have made the following certifications to the Board:

That the company's financial reports are complete and present a true and fair view, in all material respects, of the financial condition and operational results of the company and Group and are in accordance with the relevant accounting standards.

That the above statement is founded on a sound system of risk management and internal compliance and control and which implements the policies adopted by the Board and that the company's risk management and internal compliance and control is operating efficiently and effectively in all material respects.

Board Committees

The Board has established a number of committees to assist in the execution of its duties and to allow detailed consideration of complex issues. Current committees of the Board are the remuneration, audit and compliance, property people and customer and infrastructure committees. The committee structure and membership is reviewed on an annual basis.

Each committee has its own written charter setting out its role and responsibilities, composition and structure, membership requirements and the manner in which the committee is to operate. All of these charters are reviewed on an annual basis. All matters determined by committees are submitted to the full Board as recommendations for Board decision.

Minutes of committee meetings once signed by the Chair of the committee are tabled at the immediately subsequent Board meeting.

Details of the meetings of committees and attendance of committee members are set out in the Directors' report under the heading "Meetings of Directors'" in the annual statutory accounts for the Group.

External Auditors

The company and audit and compliance committee policy is to appoint external auditors who clearly demonstrate quality and independence. The performance of the external auditor is reviewed annually and applications for tender of external audit services are requested as deemed appropriate, taking into consideration assessment of performance, existing value and tender costs.

It is a requirement that the external auditor ensure that the lead engagement partner is rotated at least every five years.

The external auditor is expected to attend the annual general meeting and be available to answer shareholder questions about the conduct of the audit and the preparation and content of the audit report.

Risk Assessment and Management

The Board through the audit and compliance committee is responsible for ensuring there are adequate policies in relation to risk management, compliance and internal control systems. In summary, the company policies are designed to ensure strategic, operational, legal, reputation, financial, climate and other ESG-related risks are identified, assessed, effectively managed and monitored to enable achievement of the Group's business objectives.

Considerable importance is placed on maintaining a strong control environment. There is an organisation structure with clearly drawn lines of accountability and delegation of authority. Adherence to the company Code of Conduct is required at all times and the Board actively promotes a culture of quality and integrity.

The company risk management policy and the operation of the risk management and compliance system are managed by a Risk Management Committee comprising senior executives. The Board receives regular reports from this Committee.

Detailed control procedures cover management accounting, financial reporting, project appraisal, Health, Safety and Environment, IT security, compliance and other risk management issues. Internal Audit (Continuous Improvement and Assurance) carries out regular systematic monitoring of control activities and reports to both the relevant business unit and the Audit and Compliance Committee. In addition each business unit reports on the key business risks in its area to the Risk Management Committee. The basis for this report is an annual review of the past performance of their area of responsibility, and the current and future risks they face. Results of internal audit work are incorporated into this review if applicable. The Board reviews each element of corporate strategy over the course of the year according to the Board's cycle of business. The Board reviews the Group's strategic direction in detail and includes specific focus on the identification of the key business and financial risks which could prevent the company from achieving its

objectives. The Risk Management Committee is required to ensure that appropriate controls are in place to effectively manage those risks.

In addition the Board requires that each major proposal submitted to the Board for decision is accompanied by a comprehensive risk assessment and, where required, management's proposed mitigation strategies.

Diversity

The Board attaches great importance to diversity, the corporate benefits arising from diversity and the importance of benefiting from all available talent. There are many definitions and approaches to diversity. However, when considering Board composition, it is acknowledged that diversity should encompass gender, culture, age, experience, mindset and expertise amongst other things.

Code of Conduct

The Board is committed to the continuing development of the code of conduct for the guidance of Directors, officers and other key executives. The code is to be regularly reviewed and updated as necessary to ensure that it reflects the highest standards of behaviour and professionalism and the practices necessary to maintain confidence in the Group's integrity.

Shareholder Communication

All shareholders receive a copy of the company's annual and half-yearly reports. In addition those reports are accompanied by a detailed report on the performance of the Group and other material issues prepared by the Managing Director.

Detailed briefings are provided to shareholders and bondholders at least twice each year supported by a quarterly update publication. Management update a "Shareholder Communications Protocol" from time to time with input from Board and shareholders.

Performance Data
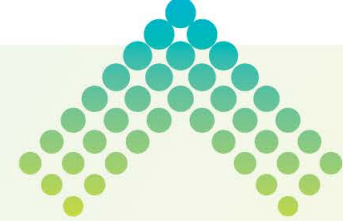
Aeronatical

Total Passengers	FY19	FY20	FY21	FY22	FY23
Passengers - International	1,063,387	841,349	29,878	131,911	698,548
Passengers - Domestic	6,886,195	5,117,551	2,526,212	3,398,496	6,463,560
Passengers - Regional	577,280	512,144	426,461	512,279	621,104
Total Passengers	**8,526,862**	**6,471,044**	**2,982,551**	**4,042,686**	**7,783,212**

Total Aircraft Movements	FY19	FY20	FY21	FY22	FY23
Movements - International	5,066	4,132	610	1,354	4,618
Movements - Domestic	51,088	38,020	22,872	31,662	50,406
Movements - Regional	25,220	22,200	16,056	18,008	20,421
Movements - General Aviation	20,347	19,771	20,316	21,533	22,407
Movements - Freight	1,745	1,858	2,362	2,676	2,150
Total Aircraft Movements	**103,466**	**85,981**	**62,216**	**75,233**	**100,002**

People & Culture

Total Number of Employees	FY23
Number of employees - Male	108
Number of employees - Female	75
Number of senior management - Male	23
Number of senior management - Female	15
Number of Indigenous employees	2

Total workforce engaged as contractors	FY23
Security	227
AAAFF (Skytanking)	8
Cleaning	70

Recruitment and Retention	FY23
Staff turnover rate - Overall [1]	18.4%
Staff turnover - Voluntary	32
Staff turnover - Involuntary	0

People & Culture

	FY23 Male (number and percentage)	FY23 Female (number and percentage)
Total number and rate of new employee hires during the reporting period, by age group and gender		
Under 30 years	2 (4%)	1 (2%)
30-50	23 (43%)	19 (35%)
Over 50 years	5 (9%)	4 (7%)
Total	**30 (56%)**	**24 (44%)**
Total number and rate of employee turnover during the reporting period, by age group and gender		
Under 30 years	1 (3%)	0 (0%)
30-50	12 (38%)	10 (31%)
Over 50 years	7 (22%)	2 (6%)
Total	**20 (63%)**	**12 (37%)**
Employee make-up by gender		
Under 30 years	4 (2%)	9 (5%)
30-50	58 (32%)	50 (27%)
Over 50 years	46 (25%)	16 (9%)
Total	**108 (59%)**	**75 (41%)**

Employee engagement	FY23
Employee engagement	74%

Training	FY23
Average training hours per year per employee	15.2

Health, safety and security	FY23
Workplace Inspections	42
Job Safety & Environment Assessment Reviews	39
Contractor Site Safety Inspections	5
Business Unit Safety Oversight Workshops	n/a
WHS Committee Meetings	6
Total number of lost time incidents - Employees	0
Total number of lost time incidents - Contractors	1
Number of days lost due to LTIs - Lost time injury severity measure	27.2
Number of High Potential Incidents	9
Lost Time Incident Frequency Rate (LTIFR) - Employees and Contractors	n/a
Lost Time Incident Frequency Rate (LTIFR) - Employees	0
Lost Time Incident Frequency Rate (LTIFR) - Contractors	1.9
Total Recordable Injury Frequency Rate (TRIFR) - Employees	6.4
Total Recordable Injury Frequency Rate (TRIFR) - Contractors	3.8
Staff Fatalities	0
Staff Fatality Rate	0
Contractor Fatalities	0
Contractor Fatality Rate	0
Safety Culture Score (max score is 4)	3.36
Wellbeing score	72

Environment

Greenhouse gas emissions (tCO2-e)	FY23		
	AAL	PAL	Group
Total Scope 1 (tCO2-e)	701	18	719
Total Scope 2 (tCO2-e)	4,022	100	4,122
Total Scope 1+2 (tCO2-e)	4,723	118	4,841
Total Scope 3 (tCO2-e)	881,306	6,373	887,679
Scope 3 Aircraft Landing Take Off (tCO2-e)	54,858	3,217	58,075
Scope 3 Aircraft full flight (tCO2-e)	770,371	n/a	770,371
Scope 3 Aircraft Auxillary Power Unit (tCO2-e)	882	n/a	882
Scope 3 Aircraft engine run-ups (tCO2-e)	62	592	654
Scope 3 Vehicles including airside transport and ground service equipment (tCO2-e)	1,020	n/a	1,020
Scope 3 Electricity - tenants (tCO2-e)	6,701	602	7,303
Scope 3 Electricity transmissions and distribution losses (tCO2-e)	361	23	384
Scope 3 Fire training (tCO2-e)	27	n/a	27
Scope 3 Off-site/3rd party waste treatment (tCO2-e)	2,585	24	2,609
Scope 3 Off-site/3rd party waste water treatment (tCO2-e)	428	16	444
Scope 3 Tenant staff/visitor vehicles (tCO2-e)	24,033	1,889	25,922
Scope 3 AAL employee commuting (tCO2-e)	153	10	163
Scope 3 AAL work from home (tCO2-e)	37	n/a	37
Scope 3 Cars and taxi access (tCO2-e)	10,914	n/a	10,914
Scope 3 AAL staff business travel (tCO2-e)	286	n/a	286
Scope 3 AAL purchased goods and services (tCO2-e)	8,588	n/a	8,588
Carbon intensity - Scope 1 + 2 (kgCO2-e/PAX) [2]	0.61	n/a	n/a
Carbon intensity - Scope 1 + 2 (kgCO2-e/Revenue in $m)	n/a	n/a	19.3
Carbon Emission Scope 1 + 2 Reduction from previous FY (tCO2-e)	669	32	701
Emissions of ozone-depleting substances (ODS) measured in kg	0	6	6
Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions (ppm)	1	1	2

Energy

	FY23		
	AAL	PAL	Group
Elecriticy			
Renewable electricity generated (kWh)	1,791,803	n/a	1,791,803
Grid electricity consumed (kWh)	16,088,742	398,990	16,487,732
Electricity Intensity (kWh/PAX)	2.1	n/a	2.1
Electricity Intensity (kWh/Revenue in $'000)	n/a	n/a	65.7
Renewable energy generation (%)	11.1%	n/a	10.9%
Energy consumption change from previous FY (%)	-1.2%	3.7%	-1.1%
Gas			
Gas consumption (MJ) [3]	12,000,000	0	12,000,000
Fuel			
Diesel consumption (L)	37,003	6,460	43,463
Petrol consumption (L)	6,232	199	6,431
Total (L)	43,235	6,659	49,894
Water			
Interactions with water as a shared resource	1	1	2
Management of water discharge-related impacts	6	6	12
Potable water consumption (megalitres)	62.3	15.7	78.0
Recycled water consumption (megalitres)	72.4	5.6	78.0
Total water consumption (megalitres)	134.7	21.3	156.0
Waste			
Total waste and recycling (t)	957	17	974
Total organics recovered (t)	49	6	55
Total recycling (t)	223	11	234
Proportion of total waste diverted from landfill (%)	23%	65%	24%
General waste to landfill (t)	734	6	740

Energy	FY23
Customer	
Customer satsifaction (out of five)	4.19
Ambience	4.04
Terminal Cleanliness	4.16
Wayfinding	4.21
Comfort	3.71
Tenant satisfaction score - Commercial Business	69%
Net Promoter Score (NPS) - Car Parking Business	72%
Community	
Ambassador Volunteer Hours	7,791
Environmental incidents	17
Community incidents	16
Number of substantiated Community incidents	16
Airport Operations	
Bags handled (#)	2,601,201
Baggage handling system full operational (%)	99.9%

Tax

Tax	Group
Income Tax ($'000) [4]	104
Employer/Payroll Taxes ($'000) [5]	1,331
Property Tax ($'000) [6]	8,496
Total Direct Taxes Paid ($'000)	9,931
Indirect Taxes ($'000) [7]	15,500
PAYG on withholding Salaries and Wages ($'000) [8]	6,318
Total Taxes Paid ($'000)	31,749

Notes to Performance Data:

1. Staff turnover rate is calculated as number of staff turnover divided by average headcounts throughout the financial year.

2. Group's carbon intensity not calculated due to Parafield Airport not having RPT services.

3. FY23 gas consumption was an estimate based on FY22's pattern due to meter failure.

4. Income tax amount relates to franking deficit tax paid. Income tax instalments are nil due to prior year tax losses which have been fully utilised in FY23.

5. Fringe Benefit tax and Payroll tax.

6. Land Tax paid to the Federal Government and Local Council rates.

7. Goods and Services Tax on sales offset by input tax credits claimed on expense.

8. Pay As You Go Income Tax and other collections withheld from employee earnings.

GRI Standard Index

GRI Standard Number	Disclosure Title	Disclosure Number	Disclosure Title (Individual disclosure items ('a', 'b', 'c', etc.) are not lister here)	AAL Response and/or GRI Content Index by Page Number and/or Section
GRI 2	General Disclosures 2021	2-1	Organisational details	Adelaide Airport Limited Our Company (p.04) and Our Business (p.14)
GRI 2	General Disclosures 2021	2-2	Entities included in the organisations sustainability reporting	1 James Schofield Drive, Adelaide Airport, South Australia, 5950
GRI 2	General Disclosures 2021	2-3	Reporting period, frequency and contact point	Annual
GRI 2	General Disclosures 2021	2-4	Restatements of information	Nil
GRI 2	General Disclosures 2021	2-5	External assurance	Risk and Governance (p.69)
GRI 2	General Disclosures 2021	2-6	Activities, value chain and other business relationships	Our Company (p.04) and Our Business (p.14)
GRI 2	General Disclosures 2021	2-7	Employees	Our People (p.58)
GRI 2	General Disclosures 2021	2-8	Workers who are not employees	Our People (p.58) Performance Day (p.81)
GRI 2	General Disclosures 2021	2-9	Governance structure and composition	Governance (p.73)
GRI 2	General Disclosures 2021	2-10	Nomination and selection of highest governance body	Governance (p.73)
GRI 2	General Disclosures 2021	2-11	Chair of the highest governance body	Chair and MD Report (p.05), Our Directors (p.75) and Board Governance (p.79)
GRI 2	General Disclosures 2021	2-12	Role of the highest governance body in overseeing then management of impacts	Governance (p.73)
GRI 2	General Disclosures 2021	2-13	delegation of responsibility for managing impacts	Governance (p.73)
GRI 2	General Disclosures 2021	2-14	Role of the highest governance body in sustainability reporting	Governance (p.73)
GRI 2	General Disclosures 2021	2-15	Conflicts of interest	Governance (p.73)
GRI 2	General Disclosures 2021	2-16	Communication of critical concerns	Governance (p.73)
GRI 2	General Disclosures 2021	2-17	Collective knowledge of the highest governance body	Governance (p.73)
GRI 2	General Disclosures 2021	2-18	Evaluation of the performance of the highest governance body	Governance (p.73)
GRI 2	General Disclosures 2021	2-19	Renumeration policies	Governance (p.73)
GRI 2	General Disclosures 2021	2-20	Process to determine renumeration	Governance (p.73)
GRI 2	General Disclosures 2021	2-21	Annual total compensation ratio	Not reported
GRI 2	General Disclosures 2021	2-22	Statement on sustainable development strategy	Sustainability (p.46)
GRI 2	General Disclosures 2021	2-23	Policy commitments	Risk & Governance (p.69) and Governance (p.73)
GRI 2	General Disclosures 2021	2-24	Embedding policy commitments	Risk & Governance (p.69)
GRI 2	General Disclosures 2021	2-25	Processes to remediate negative impacts	Risk & Governance (p.69)
GRI 2	General Disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns	Risk & Governance (p.69) Whistle blower policy
GRI 2	General Disclosures 2021	2-27	Compliance with laws and regulations	Risk & Governance (p.69)
GRI 2	General Disclosures 2021	2-28	Membership associations	Industry Participation (p.65)
GRI 2	General Disclosures 2021	2-29	Approach to stakeholder engagement	Our Community (p.61-64) and Industry Participation (p.65) Security infrastructure (p.45),
GRI 2	General Disclosures 2021	2-30	Collective bargaining	N/A
GRI 3	Material Topics 2021	3-1	Process to determine material topics	Material Issues (p.19)
GRI 3	Material Topics 2021	3-2	List of material topics	Material Issues (p.19)
GRI 3	Material Topics 2021	3-3	Management of material topics	Material Issues (p.19), AAL Strategy 2022-2025 (p.17), Business model (p.18), Financial performance (p.20), Complete Aviation Network (p.21), Accelerate property (p.27), Customer experience (p.34), Sustainability (p.46), Operating excellence (p.55), Our people (p.58), Risk & Governance (p.69)
GRI 201	Economic Performance	201-1	Direct economic value generated and distributed	Our Company (p.04)
GRI 201	Economic Performance	201-2	Financial Implications and other risks and opportunities due to climate change	Sustainability (p.46) and Risk & Governance (p.69)
GRI 201	Economic Performance	201-3	Defined benefit plan obligations and other retirement plans	N/A
GRI 201	Economic Performance	201-4	Financial assistance received from government	Nil
GRI 202	Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	N/A
GRI 202	Market Presence	202-2	Proportion of senior management hired from the local community	Not assessed
GRI 203	Indirect Economic Impacts	203-1	Infrastructure investments and services supported	Our Company (p.04) and Property (p.21)
GRI 203	Indirect Economic Impacts	203-2	Significant indirect economic impacts	Our Company (p.04) and Our Business (p.14)
GRI 204	Procurement Practices	204-1	Proportion of spending on local suppliers	Not assessed
GRI 205	Anti-corruption	205-1	Operations assessed for risks related to corruption	AAL Code of Conduct
GRI 205	Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	Nil
GRI 205	Anti-corruption	205-3	Confirmed incidents of corruption and actions taken	Nil

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GRI 206	Anti-competitive Behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Nil
GRI 207	Tax	207-1	Approach to tax	Financial Performance (p.20)
GRI 207	Tax	207-2	Tax governance, control, and risk management	Financial Performance (p.20)
GRI 207	Tax	207-3	Stakeholder engagement and management of concerns related to tax	Financial Performance (p.20)
GRI 207	Tax	207-4	Country-by-country reporting	Results (p.20)
GRI 302	Energy	302-1	Energy consumption within the organisation	Sustainability (p. 46)
GRI 302	Energy	302-2	Energy consumption outside of the organisation	Sustainability (p. 46)
GRI 302	Energy	302-4	Reduction of energy consumption	Sustainability (p. 46)
GRI 302	Energy	302-5	Reduction in energy requirements of products and services	Sustainability (p. 46)
GRI 303	Water and Effluents	303-1	Interacts with water as a shared resource	Sustainability (p. 46)
GRI 303	Water and Effluents	303-2	Management of water-related discharge impacts	Sustainability (p. 46)
GRI 303	Water and Effluents	303-3	Water withdrawal	Sustainability (p. 46)
GRI 303	Water and Effluents	303-4	Water discharge	Sustainability (p. 46)
GRI 303	Water and Effluents	303-5	Water consumption	Sustainability (p.46)
GRI 304	Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Sustainability (p.46)
GRI 304	Biodiversity	304-2	Significant impacts of activities, products and services on biodiversity	Sustainability (p.46)
GRI 304	Biodiversity	304-3	Habitats protected or restored	Sustainability (p.46)
GRI 304	Biodiversity	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Sustainability (p.46)
GRI 305	Emissions	305-1	Direct (Scope 1) GHG emissions	Sustainability (p.46)
GRI 305	Emissions	305-2	Energy indirect (Scope 2) GHG emissions	Sustainability (p.46)
GRI 305	Emissions	305-3	Other indirect (Scope 3) GHG emissions	Sustainability (p.46)
GRI 305	Emissions	305-4	GHG emissions intensity	Sustainability (p.46)
GRI 305	Emissions	305-5	Reduction of GHG emissions	Sustainability (p.46)
GRI 305	Emissions	305-6	Emissions of ozone-depleting substances (ODS)	Sustainability (p.46)
GRI 305	Emissions	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability (p.46)
GRI 306	Effluents and Waste	306-2	Waste by type and disposal method	Sustainability (p.46)
GRI 306	Effluents and Waste	306-3	Significant spills	No significant spills occurred at either Adelaide or Parafield Airports during the reporting period.
GRI 306	Effluents and Waste	306-4	Transport of hazardous waste	Sustainability (p.40) "Hazardous" waste is limited to biosecurity waste and items confiscated security screening and border control
GRI 306	Waste	306-1	Waste generation and significant waste-related impacts	Sustainability (p.46)
GRI 306	Waste	306-2	Management of significant waste-related impacts	Sustainability (p.46)
GRI 306	Waste	306-3	Waste generated	Sustainability (p.46)
GRI 306	Waste	306-4	Waste diverted from disposal	Sustainability (p.46)
GRI 306	Waste	306-5	Waste directed to disposal	Sustainability (p.46)
GRI 401	Employment	401-1	New employee hires and employee turnover	Our People (p.58)
GRI 401	Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Nil (Benefits are provided to all employees)
GRI 401	Employment	401-3	Parental leave	AAL Leave Policy
GRI 403	Occupational Health and Safety	403-1	Occupational health and safety management system	Work Health and Safety (p.60) and Risk Governance (p.66)
GRI 403	Occupational Health and Safety	403-2	Hazard identification, risk assessment, and incident investigation	Work Health and Safety (p.60) and Risk Governance (p.66)
GRI 403	Occupational Health and Safety	403-3	Occupational health services	Work Health and Safety (p.60) and Risk Governance (p.66)
GRI 403	Occupational Health and Safety	403-4	Worker participation, consultation, and communication on occupational health and safety	Work Health and Safety (p.60) and Risk Governance (p.66)
GRI 403	Occupational Health and Safety	403-5	Worker training on occupational health and safety	Work Health and Safety (p.60) and Risk Governance (p.66)
GRI 403	Occupational Health and Safety	403-6	Promotion of worker health	Work Health and Safety (p.60) and Risk Governance (p.66)

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GRI 403	Occupational Health and Safety	403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Work Health and Safety (p.60) and Risk Governance (p.66)
GRI 403	Occupational Health and Safety	403-8	Workers covered by occupational health and safety management system	Work Health and Safety (p.60) and Risk Governance (p.66)
GRI 403	Occupational Health and Safety	403-9	Work-related injuries	Work Health and Safety (p.60) and Risk Governance (p.66)
GRI 403	Occupational Health and Safety	403-10	Work-related ill health	Work Health and Safety (p.60) and Risk Governance (p.66)
GRI 404	Training and Education	404-1	Average hours of training per year per employee	Work Health and Safety (p.60) and Risk Governance (p.66)
GRI 404	Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	Our People (p.58)
GRI 404	Training and Education	404-3	Percentage of employees receiving regular performance career development reviews	100%
GRI 405	Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Our People (p.58) and Governance (p.76)
GRI 405	Diversity and Equal Opportunity	405-2	Ratio of basic salary and remuneration of women and men	Not reported
GRI 406	Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	Nil
GRI 407	Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Modern Slavery (p.70)
GRI 408	Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labour	Modern Slavery (p.70)
GRI 409	Forced and Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced compulsory labour	Modern Slavery (p.70)
GRI 410	Security Practices	410-1	Security personnel trained in human rights policies and procedures	Modern Slavery (p.70)
GRI 411	Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples	Modern Slavery (p.70)
GRI 413	Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Our Community (p.61) and Modern Slavery (p.70)
GRI 413	Local Communities	413-2	Operations with significant actual and potential negative impacts on local communities	Our Community (p.61) and Modern Slavery (p.70)

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GRI 414	Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Annual Compliance Commitment at 30 June of each year for the preceding financial year where a risk of modern slavery exists and opex annual contract value (OACV) or capex total contract value (CTCV) is greater than $100k.
GRI 414	Supplier Social Assessment	414-2	Negative social impacts in the supply chain and actions taken	Modern Slavery (p. 70)
GRI 415	Public Policy	415-1	Political contributions	Nil
GRI 417	Marketing and Labelling	417-1	Requirements for product and service information and labelling	Brand and Corporate Identity Policy Adelaide Airport Brand Book Adelaide Airport Brand Guidelines
GRI 417	Marketing and Labelling	417-2	Incidents of non-compliance concerning product and service information and labelling	Nil
GRI 417	Marketing and Labelling	417-3	Incidents of non-compliance concerning marketing communications	Nil
GRI 418	Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Nil